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Author

ESSENTIALS OF INTERVIEW

FOR CIVIL SERVICES (I A S), Other U P S C Interviews, Bank Prob Officers, P C S —all Higher Grade Officers' Selections

By

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Preface

I do not want to give any apology for its publication nor do I want to indulge in self praise as is generally the practice I want to write a few words just by way of advice, if the young candidates are prepared to accept it

Training oneself for interview is not a few week's course Development of personality may take a long time and a conscious effort on the part of the candidate During the formative period of one s life it is very easy for a person to mould one's thinking and personality properly And all the books on interviews, including this one, can simply give a candidate the guidelines and cannot mould their personality *So a book on interviews should be read at much earlier stage of life* Then one should adapt oneself according to the demands of the interviewers

In this book, after discussing each aspect of the interview I have given practical suggestions for the candidates to follow

The book is the result of a sort of research on the subject I interviewed many successful and unsuccessful candidates for getting information about the inviewer's trend I also interviewed some retired and sitting members of the Service Commissions I regret to add that some members did not grant me an interview because, perhaps, they think that interview

technique is a top secret But why is it so ? If it is really so then interview is not to test the candidates but to entrap them

I hope the book will be useful to those who are to appear for higher grade interviews Suggestions are welcomed

New Delhi Author

PART I

What is Personality Test ?



What constitutes personality ?

Personality does not lie in possessing a good physique or in wearing fine dresses For a common man the term personality means the visual impression of a person but for the specialists personality is the total impression of his mental, physical and intellectual make-up A person may be intectually very good but the application of that intellect may not be upto the mark It is not enough to be wise, it is necessary to apply wisdom to the day to day activities and human affairs and an officer is required to apply his intelligence to particular problems which he comes across in the conduct of his duties He sometimes is required to decide the matter on the spur of the moment and to decide it in a manner that it does not affect the larger interests of the nation and it is in consonance with the policies of the government and is also practical The main job of the Administrator is to give a practical shape to the policies laid down by the policy-makers Whenever we try to give a practical shape to the theoretical knowledge it needs imagination and also the understanding of that problem in a proper manner Consequently personality is the sum total of man's application of intellect

and also the practical manifestations of that application in his day-to day duties So the purpose of the interviewing board is to discover (a) the intellectual wordrobe of the candidate, (b) to see whether he can argue his point of view properly or not, (c) clarity of thought, (d) presentation of his point of view

Intellectual Wardrobe

A candidate is supposed to know much about life and its affairs His knowledge should not be only theoretical but should come close to the bosom and affairs of men As an administrator in the country he must know the social background in a manner that he may be able to evaluate the situation properly He must also be aware of the cultural trends of the country Many a time he will have to take a decision which might be unpalatable to the people of other races only because such a decision will fit in the cultural frame-work of the country Suppose as a Deputy Commissioner of the District if he gives an order to demolish certain religious places without caring for the religious sentiments of the people it will not be a wise decision Apart from this he must understand the psychology of the masses Even as an officer a man cannot afford to be unpopular with the people He must be amiable to them Only then his subordinates and the people will help him in implementing the policies correctly If he is not prepared to sympathise with the sufferers there is a possibility that they may have no respect for him and they may become a hindrance in implementing policies Fourthly, the historical background should also be kept in mind while taking decisions It includes the experiences of others as well as his personal ex-

periences Above all he should be able to link up the past with the present and the present with the future He should view the present in the light of the past and consider it as one of the important links in the development of the future This should be the intellectual wardrobe of a candidate Some may get an impression that all of these things need a wide reading and a scholarly study of the different subjects like history, sociology, psychology, etc But it is a mistaken view In fact U P S C has given a very lucid explanation of this aspect of the personality in its prospectus It lays down that candidates are expected to have taken "an intelligent interest not only in their special subject of academic study but also in the events which are happening around them both within and without their own state or country as well as in modern currents of thought and in new discoveries which should arouse curiosity in well educated youth' This question needs a bit more detailed explanation Firstly, the candidate should take intelligent interest in the subject of the academic study By intelligent interest they mean that he should not answer the questions in a mechanical manner as if he had mugged up those things Moreover, the word 'interest' also implies that the subject should not be restricted to the academic study only It should also be applied to the day to day observations Secondly, he should also take interest in events, national as well as international Here also they do not want the candidates to go through the newspapers like a layman who would be interested only in those news which are going to affect him directly or indirectly He should have a critical approach towards the problems confronting the

nation and the world By critical approach we simply mean that he should know their background, the present situation and also solutions and suggestions This does not mean that he should restrict only to the political problems rather he should also study economic, social and other problems

Thirdly, he should also be familiar with the modern currents of thought Certain ideologies which are popular today must be known to him He should try to understand those ideologies and the scientific inventions and discoveries from a broader point of view For example, if a candidate does not know, in broad outlines, something about the space technology and also something about *Black-Holes* in the space he is supposed to be a man who is not aware of the latest currents of thought It does not need labour on the part of the individual to learn all these things but it needs an intelligent interest and curiosity like an educated man So for this aspect of the personality he will have to keep himself in touch with the fundamentals of the different subjects though in just broad outlines

Power to argue

The candidate must be able to determine his point of view properly In actual life an administrator comes across a large number of situations where he has to pursue his point of view logically in order to persuade others The power of arguments does not depend on either foolish assertiveness or bombastic language The point of view should be properly illustrated and the examples are to be taken as an intellectual person is supposed to take Common place examples will definitely make the answers

somewhat inferior Another essential for arguments is that the person should be able to rebut others point of view in a proper manner If you cannot give a counter argument by rebutting others' point of view it is not possible to convince others It is not enough to convince with the well argued point, while arguing one should be calm and cool headed Emotionalism always spoils the argument Otherwise also thinking becomes somewhat foggy if a person is under the impact of emotions Thirdly, the arguments should be to the point and brief and one should not try to elaborate certain things unnecessarily Fourthly, the arguments should never take us off the point and we should try to concentrate our attention upon the most important aspects of the arguments Fifthly, we should be prepared to concede if we feel that the arguments of the other are strong enough to convince us One should not go on pursuing one s point of view unnecessarily Sixthly, arguments should be couched in lucid and clear language, there should not be any ambiguity about them The most important aspect of arguing with others is that we should be able to understand the point of view of the others properly This needs a penetrating insight We should not be guided by the jugglery of words or by the rhetorical devices of the speaker We should be able to gather the pith of other's argument We cannot argue correctly till we understand other's point of view So for the interviewer it is necessary to see whether the candidate can argue his point of view or cannot argue properly

Clarity of Thought

Clarity of thought and expression are as important as knowledge and arguments A clear thinking

means a proper grasp of the subject If a candidate is not clear about his contentions that means he has never been arguing with himself for adopting certain ideas or ideals He has been receiving others' ideas without reorganising his thought according to the information available to him An intellectually awake person will have to revise his opinion from time to time in the light of the developments in that field or within the nation or outside the nation So he should be able to think clearly on different subjects which are generally taken into account while dealing with the problems of life Clarity of thought needs wide reading and intelligent discussions with others With regard to reading we should follow the advice given by Bacon "Read not to contradict or confute or to take it for granted but to weigh and consider" That means reading should be intelligent reading related to certain principles or to certain beliefs which are current among the educated Similarly clarity of expression is also necessary because if you cannot make your own point of view clear to others it is not possible to convince others Secondly, it also shows that even while speaking there is a debate in your mind and you cannot decide which point of view is to be taken up The clarity of expression shows that your thoughts are properly organised and your thinking is very logical, moving from the premises to the inference and then to generalisations Clarity of expression also indicates mastery of the language and the discipline of thought Disciplined language means that the person has a complete control not only over his mind but also over his tongue A loose word many a time leads to complications and an administrator cannot afford

to speak these types of words

Presentation of the Point of View

Another aspect of the manifestations of the forceful personality is the presentation of one s point of view This includes the manner as well as the matter The manner of presentation means that you should be able not only to emphasise the correct point in the correct manner but also to accompany it with appropriate type of gestures Gestures make your point of view more dramatic and impressive But inappropriate gestures and also wild gestures are to be avoided, because these never give a correct idea to the Board Apart from it presentation demands that there should be modulation of your voice though it should not rise to the pitch of shouting while arguing your point of view If you speak everything in the same manner emphasis is missed This needs a regular practice in reading out some of the portions of the newspapers or the books daily One can also learn this technique by listening regularly to the news Sometimes the speech does not agree with the expressions on the face The gap between speaking and natural manifestations of it is not very much desirable Some people while arguing in all seriousness betray non seriousness from their faces This is somewhat wrong because it shows that the man has not involved himself completely in that discussion One should give an impression that one is mentally and imaginatively at one with the audience Another aspect of it is that some people start arguing by criticising others This is a negative approach One should view the problem constructively and argue it from that very point of view In

some cases one has to agree to a part of the statement made by the other and then bring him round to his own point of view Here another thing which should be mentioned is that some people indulge in very strange type of activities while talking to the interviewers They go on twisting their buttons or rubbing their hands, fondling with their ring, etc This shows a sort of mental tension which should not be there at the time of interview

These are some of the ingredients of a good personality and one is supposed to cultivate if one lacks some of them Personality is not som thing that has been finally shaped and modelled by God, rather it is a continuous process of development and cultivation It is generally determined by the environmental effects and a man is supposed to communicate with such objects and persons as may give him better understanding, penetrating insight and broader outlook Some of the well read persons may not be able to communicate themselves in a manner that shows their knowledge and learning They will have to make a conscious effort to bring out the best in their personality and to apply it to the day-to day problems of life So the development of the personality is to be a continuous process and one has to mould it according to the circumstances

2

How do the interviewers analyse personality?

So far we were discussing personality from the point of view of the candidate—that is what he should possess in order to stand all types of questions put by the interviewers Now we should view the problem from the point of view of the interviewers According to 'Walter Van Dyke Bingham and Bruce Victor Moore interviewers try to analyse the personality of the candidate by noticing various things regarding his behaviour "*They note his poise or excessive nervousness, his forcefulness of expression, the modest self assurance or the braggadocio with which he recounts his experience his alertness obtuseness in grasping the point of question and discussing it intelligently and his command of language particularly the fluency and flavour or his oral as contrasted with the written vocabulary*" If we analyse this question we can gather the following points (1) the candidate should show poise in answering the questions put by them, (2) his expression should be forceful, (3) he should be possessing self assurance, (4) in grasping the question he should be alert, (5) there should be fluency in expression

Wingham's view

Clearly Mr M V D Wingham has taken three aspects of analysis of the personality of a candidate One deals with his *language*, second with *sincerity* and third with his *general posture* With regard to language he says that his expression should be powerful That means he should be able to present his points of view in a manner that makes him a person having command over his language and thought With regard to sincerity he says that he should not brag about his own experience and talk in an effective manner with the interviewers He should be sure of what he says and should try to give only those ideas about which he knows something Bluffing in interview is generally discovered and is one of the minus points as far as the personality of a candidate is concerned A candidate should understand the question of the interviewers properly, that is its connotations and denotations should be gathered correctly He should also take the question in its correct perspective The above quoted writers have emphasised only some aspects of the analysis of the personality They have laid much emphasis upon the manner of presentation and the sincerity of the candidate with regard to his knowledge and his point of view

There is no need to illustrate these points of view with specific illustrations because as far as talking is concerned that should be as natural as it is possible showing no mental disturbance The language should be precise and correct and related to the question that has been taken up Moreover, the candidate should be sincere to himself as well as to his knowledge He should not try to present a false image of himself in any way His behaviour should be natural and no

artificiality should be shown in his behaviour

Fyzee's view

A A A Fyzee, one of the members of U P S C once wrote that the main purpose of interviewers is to know whether a candidate is "*a man of clear thinking and is capable of laying his hand on a wide variety of job which he may be called upon to perform in later life and for this purpose general knowledge and general awareness of things is of the greatest importance* He further says that for all his work "*commonsense and the capacity for quick decisions* are needed and it is not brilliancy of imagination that can help Clearly Mr. Fyzee has emphasised two aspects of the personality *i e general awareness* and *clear thinking* By general awareness he simply means that the candidate must have correct and critical understanding of the affairs around him It is not necessary that the Board may ask him questions relating only to national and international affairs, they can also ask him some questions relating to the common affairs of life For example, if they ask him some questions about the proclamation of emergency they may switch on to some actual effects of emergency They may just ask whether it is right on the part of the party in power to stifle the opposition They may further ask something about the ideologies of some of the opposition parties and the methods which they employ in propagating those ideologies So from theoretical discussion they may come down to the practical examples which need critical understanding and practical point of view General awareness of the candidate is generally judged by going deep into the subject and asking question about the different aspect of the sub

ject in detail The candidate should not forget that their answers always give rise to new questions Suppose if a student of literature says that the present age is the age of prose and reason, they would ask him what he meant by the age of the prose and reason If he replies that the present age has greatly contributed to the prose literature and even poetry of today is somewhat prosaic they would further ask him something about the distinguishing features of prose and poetry If he says that poetry and prose can be distinguished by the use of metre they would tell him that there can be poetic prose also, and then something about the writers of poetic prose, etc So in this manner they would generally go into the details of the understanding of the subject The application of that knowledge to the practical purpose is also necessary Fyzee has also emphasised the clarity of thinking This clarity is also gathered from his views on different subjects The interviewers would try to rebut his answers and see whether he sticks to his own point of view or not If a candidate has superficial knowledge in a particular subject it is not at all possible for him to go deep into the intricacies and if his thinking is not clear that will easily be betrayed.

Menon's view

K P S Menon has pointed out that the purpose of asking academic questions is not to see whether the candidate can recall all the facts rather it is to know whether he can "*relate his knowledge to the facts of life*" This very point was made clear by Mr A R Kidwai in his interview, telecast by Delhi Door Darshan For example, if a candidate had offered international law as one of the subjects they may ask him

something about the different problems related to international law K P S Menon has pointed out that a candidate was asked about the integration of Goa into India by force and was asked to state whether it was consistent with the principles of international law or not If a candidate is unable to answer this question correctly it will not be possible for him to show his mental capacities to relate theoretical knowledge with the practical life Sometimes they ask very fundamental questions dealing with the practical life For example a student of sociology may be asked whether the family planning be considered a subject under sociology or under economics or under any other subject This gives them a correct idea of the intelligent interest that a candidate takes in that subject

Anne's view

Anne E Fenleason in her book "*Essentials of Interviewing*" has pointed out that emphaty is necessary for a candidate and by emphaty she means "*the capacity of an individual to identify himself with another in terms of the way the other would feel and act*" In the earlier chapter we have already referred to this point because till a person has imaginative sympathy with the other person it is not possible for him to understand his point of view So they ask certain questions which may help them to know something about the imaginative sympathy which a candidate can have towards others For example, they may ask "how would you feel if as a businessman you are asked to get minimum profit" Naturally this question is designed to know whether the candidate can understand the point of view of the third person

The answer to this question also involves the critical evaluation of the candidate

The interviewers try to gather whether the candidate possesses intellectual integrity or not By intellectual integrity we mean that the candidate should never try to bluff the interviewers in any respect In some of the cases they may ask him about his own evaluation of the written test Sometimes the candidate may be thinking that he would be able to impress the Board by boasting Even if he has done well he would start giving some reasons of not doing well In fact this is a wrong approach because the main purpose of the Board is *to know whether the candidate knows himself or not* The candidate must be modest in the answers and humble in his view point This does not mean that he should change his opinion, rather he should stick to them without confusing the point of view

Concluding remarks

From this discussion we gather that the interviewers try to watch not only the answers given by the candidate but also the way he expresses them They put him even foolish questions in order to elicit the truth During the course of discussion once a candidate was asked if he could recall some important stations between Delhi and Bombay Naturally a mentally passive candidate might have fumbled for an answer or might have pleaded ignorance But a mentally alert candidate would say that he remembered a few but the rest if the need arises can be checked from the railway time table Their main aim is to bring out the inherent aspects of their personality and to see how far those are suitable for the

administrative jobs which they are going to take up Their particular emphasis is on the candidate s power of comprehension, understanding and application If an administrative officer does not understand the situation he cannot find out any solution for it So he should apply his commonsense and his general awareness to a specific situation to handle it properly He should not be too whimsical to impose his whims and not too assertive to ignore the other's point of view He should stand firmly on his ground --ground which he has prepared after arguing with himself properly Clearly enough the candidate can prepare himself for the interview if he takes part in intelligent discussions with some of his friends and others He should also show interest in almost all the problems concerning politics, economics and life in general

3

UPSC's Version of Interview

In its *informa* the U P S C has written about the interview test—

"The candidate will be interviewed by the Board who will have before them a record of his career He will be asked questions on matters of general interest The object of the interview is to assess the personal suitability of the candidate for the Service or Services for which he has applied by a Board of competent and unbiased observers The test is intended to judge the mental calibre of a candidate In broad terms this is really an assessment of not only his intellectual qualities but also social traits and his interest in current affairs Some of the qualities to be judged are mental alertness, critical powers of assimilation, clear and logical exposition, balance for judgement, variety and depth of interest, ability for social cohesion and leadership, intellectual and moral integrity

The technique of the interview is not that of a strict cross examination but of a natural, though directed and purposive conversation which is intended to reveal the mental qualities of the candidate

The interview test is not intended to be a test

either of the specialised or general knowledge of the candidate which has already been tested through their written papers Candidates are expected to have taken an intelligent interest not only in their special subjects of academic study but also in the events which are happening around them both within and outside their own state or country as well as in modern currents of thought and in new discoveries which should rouse the curiosity of well educated youth"

By analysing the above given three paragraphs we come to the following points—

Technique of Interview

1 The candidate will be interviewed by a Board who will have before them a record of his career
2 He will be asked questions of general interest It is NOT intended to test (a) specialised or (b) general knowledge of the candidate
3 The technique of interview is NOT that of a strict cross examination but of *natural* though *directed and purposive conversation*, which is intended to reveal mental qualities of a candidate
4 Immediately after the interview, the candidate will be required to write in 15 minutes a *Resume* summarising the discussion which took place during the interview

Essentials of Interview

The main objects of interview are,

(a) to assess the personal suitability of the candidate for the service for which he has applied

(b) to judge the mental calibre of a candidate
(c) assessment of social traits
(d) assessment of his interest in current events, modern currents of thought, new discoveries, etc
(e) mental alertness
(f) critical powers of assimilation
(g) clear and logical exposition
(h) balance for judgement
(i) variety and depth of interest
(j) ability for social cohesion
(k) ability to lead
(l) intellectual and moral integrity

Record of career

While filling the application form a candidate gives information about his academic record, distinctions, proficiency in games, previous experience and hobbies The copies of the record are with the Members of the Board The record gives them a good peep into the candidate's mental and intellectual make up The Members can understand much about the working of his mind, his interests and his attitude

A consistently good academic record gives the candidate an edge over others Those who secure first class marks in their academic examinations get a few bonus marks ranging between five and ten Apart from it the Members form a good opinion about him

There may be some discrepancies in their academic record A science student upto school stage may have switched on to arts discipline at the College stage The Members want to know the reason The candidate should not try to bluff and should give a matter of

fact reply

Another discrepancy is with regard to the uneven record of the candidate The candidate may have secured first class at 10+2 level and third class at post-graduation The Members by asking questions about it want to know whether the candidate can make self assessment or not

Sometimes there is a break in education Some candidates may have lost one year due to failure but they try to give some rational explanation for it It is better to be frank

The distinctions achieved by the candidate in extra-curricular activities, sports and studies are also of much interest to the Members If a candidate has achieved distinction in a particular subject they ask him the reason of taking that much interest in the subject Similarly one who has achieved distinction in debates may be asked about the essential qualities of a good debater Once a candidate who had won a few medals in music concerts was asked to sing one or two lines of a song The questions are designed to discover whether the candidate takes active interest in that branch

The record of the candidate s career also includes information regarding his previous experience For some jobs previous experience counts a lot But experience demands an intelligent interest in the work, capacity to give a touch of originality in executing the work That is why a person should take the work seriously even if he is not interested in that

Some questions about hobbies are generally asked One should not write hobbies for the sake of filling a column One must know about the hobby properly If a candidate does not have a hobby he should con-

fess but he should be prepared to answer the question "How do you spend your spare time?" Questions about hobbies give an idea of the sincerity of the candidate

Proficiency in games is a qualification for a candidate joining I P S or other such services A candidate should have a good knowledge of the different aspects of the game He should also know the names of the important sportsmen associated with the game He should have made a critical study of the achievements of India in that game

Questions of General Interest

General interest is almost synonymous with general awareness So it is not related to any particular subject or branch of knowledge but to life and its affairs For example a candidate was asked "How many blades a ceiling fan has?" Another was asked "How can you tell that this ceiling fan is working with A C or D C current?" Still another was asked "Name the important stations between Delhi and Bombay" All of these questions are of general interest

It is only for some technical jobs that specialised knowledge of some subject is needed Sometimes they do ask some questions regarding any particular field of specialisation But only research scholars or people with specialised training are asked these types of questions So they should prepare the subjects of specialised study properly Whenever any question on the subject of specialisation is asked it is with two-fold purpose (a) to see whether the candidate has been taking an active interest in the subject even after finishing his studies (b) whether he takes real interest in the subject These question help the Members to know whether the

candidate had just committed certain facts to memory or has he developed intellectual calibre to deal with some situations

General interest is completely different from General Knowledge U P S C has made it clear in the instructions that the Board does not intend to test General Knowledge of the candidate Some of the readers may say that they do ask some questions on current affairs The purpose of asking these questions is to know whether the candidate can think constructively and comprehensively If he can reply the questions quickly and grasp the topic properly he can *handle the situations So a candidate should be able* to form his own opinions Secondly he should remain wide awake and know the world around him

So the best way to develop these qualities is to discuss variety of subjects with friends and others He should take active interest in all walks of life, analyse the different situations and try to come to a conclusion If one starts thinking about the petty problems of life like (i) What should be one's attitude towards strangers (ii) If a friend betrays, should you continue to be friendly with him (iii) Should a person talk freely to a friend One will enlarge one's outlook Once the outlook is enlarged one can handle all type of situations

Purposive Conversation

Interview is a purposive conversation and not a cross examination The interviewers assess the mental capacity and alertness of the candidate On the other hand the purpose of cross examination is (a) to discover discrepancy in the narration of facts (b) to confuse the person in order to compel him to make a mistake (c)

to trick the person into giving wrong facts

thing more than a conversation So there should be ease and poise, which is generally found when we are talking to our friends There should not be any sign of nervousness The Members make the candidate to feel comfortable still it is for the candidate to remain calm and composed

Candidates, sometimes, commit a mistake by (a) showing off their knowledge (b) telling wrong facts about themselves The Members do ask questions which are occasioned by the replies of the candidate but the motive is not cross examination They want to know whether the candidate possesses deep knowledge or has reasonably good interest in the subject Another purpose of these questions is whether he can analyse the facts and derive conclusions from them Having the knowledge of facts is not enough, its application is necessary

Coversation also gives a good idea of the working of the mind of the candidate, his thinking should be constructive and comments to the point Irrelevant conversation shows that the thinking of the candidate is out of focus If the candidate is very assertive he may suffer from some phobia Similarly concealing ignorance of some facts reflects psychological aberration

So with regard to this aspect of the interview we may advise the candidates (a) not to be assertive when they are not sure of their judgement (b) to confess ignorance (c) not to bluff the interviewers (d) to prepare their favourite subject thoroughly

Writing a Resume

The Chairman generally asks the candidate to write

a *resume* of his discussions with the Members of the Board *Resume* is neither the reproduction of the dialogue between Members and the candidate nor it is just the broad outlines of the discussion The candidate should try to give a clear idea of what has transpired between the members and the candidate He should try to take up all the points which have been discussed without adding any comment from his own side By comment we simply mean that he should not try to give the reaction of the Members, *i e* that part of reaction which has not been expressed by them Apart from it the candidate should not add anything from his own side The Members of the Board do have a record of the different questions which they have asked So one should not try to distort the facts or change the arguments At the same time he should point out whether he had shown his ignorance about certain facts or not Thirdly, it is always better to stick to the order in which the questions have been asked Sometimes the candidate may not be able to remember the exact sequence but as soon as he finishes his interview and is asked to write a *resume* he should first of all make a list of all the points that have been discussed during the course of discussion Then he should start writing in detail about them Normally a *resume* should be divided into paragraphs and preferably one aspect of discussion should be taken up in each paragraph

Candidates have a wrong impression about the language of the *resume* They generally think that resume even if it is written in slipshod manner will serve the purpose The language of the *resume* should be as good as it is possible and as the candidate is himself writing it so he is supposed to use first person There is no need of mentioning the names of the diffe

rent members of the Board even if the candidate knows about it while writing *resume* He should simply say that one Member of the Board asked this question and this reply was given to it The candidate must not try to do anything that gives an impression to the Members of the Board that he has not been able to recapitulate whatever he has discussed with the Members As the same time he should not forget that generally 7 to 10 minutes are given for writing *resume* and so he should try to finish it within time It should be neat and there should not be many cuttings, rather the candidate should think before he actually starts writing

Preferably all the arguments should be written in connected form and natural sequence If the candidate does not remember the sequence of arguments he should try to establish a connection Arguments must not be disjointed This does not mean that the candidate is to establish some artificial connection Better write in a separate paragraph if the arguments do not seem to be connected

There is no need of giving any introduction to the *resume* A candidate began the resume thus 'An interview of Mr So and So was taken by Members of the UPSC presided by the chairman Mr So and So, at nearly 10 a m It lasted half an hour' This is a wrong method of starting the *resume* One should begin it straightaway by saying "After the preliminary inquiries regarding my educational qualifications the honourable members of the board came to the point "

The candidate should not try to distort the facts of the interview He should give an honest and factual narration of the interview If he had fumbled at any stage he should not try to conceal it If he had given a wrong reply he should not overlook it The more

honest you are to your performance the better it is

Suitability for the Job

For every type of job a few qualities are required An administrative officer needs quick judgement and tactful handling, a police officer should have penetrating insight and correct thinking If a candidate has aptitude for a particular work he will surely be a great success Similarly a candidate's precise understanding and scientific approach can make him suitable for the job So the Members of the Board try to know the (a) aptitude of the candidate and his (b) approach towards the problems of life

For assessing administrative capability of the candidate they many a time give him a situation and ask him to suggest some solution "If there are communal riots and both the castes are not prepared to come to a compromise and the tension prevails, what steps will you take", they may ask If the candidate is so interested he can ask a few relevant questions in order to make the idea clear and then answer No correct reply can be given on the basis of insufficient data and the Members may have given the insufficient data knowingly Similarly for other services, particularly foreign services and police services, they give certain situation

Another method is to ask questions about one's preference for a particular job Many a time they would ask reasons for preferring one service to other services This will also bring out some of the weaknesses of the candidate

So a candidate who gives preference to a particular job must gather more knowledge about it He should know something about the functions one is supposed to perform while working at a particular post He

should get at all the aspects of a particular service Suitability for a job needs a particular type of qualities

Judging mental calibre

A person possessing good mental faculties can co relate facts with experiences and experiences with theoretical knowledge This process of the mind needs proper training otherwise his attention will stray away from the main point

Slow thinking and slow judgement are serious drawbacks in the case of an officer If a person comes to a correct conclusion but after thinking for a number of days, the proper time for implementing that decision will slip by So a candidate should have quick judgement based on some relevant facts

Constituents of mental calibre are many One of the important constituents of mental calibre is that the person should be *able to apply theoretical knowledge to practical purposes* If a person is brilliant and knows a large number of facts on a particular subject, it is not necessary that he may be a success in practical life A person knowing all about democracy need not be a democrat So a candidate should be capable of applying his knowledge to the day to day affairs of life

Another essential thing of mental faculty is the *quickness of thinking* and judgement If a person takes a long time to understand the problem he may not be a good officer because he may delay decisions and make them obsolete Quickness of thinking does not mean sharp replies only, it also means quick understanding and quick disposal It is not necessary that quick thinking may result in quick judgment which brings the process of thought to a conclusion

Another constituent which makes a person mentally alert is *clear thinking* If the thinking of a person is weak he may never be able to come to a decision In some cases he may be able to force a decision upon himself but may not be firm enough to stick to that decision The gusts of the emotions may swing him from one side to another Clear thinking is necessary for proper appreciation and understanding of the problem

A candidate should be capable of *setting his hand on a variety of jobs* Even if the work is not technical in nature it is not possible for every person to perform every type of jobs The present-day world is, no doubt, that of specialisations, yet different jobs in the world demand a jack of all trades

Mental calibre is high if a person can use *common sense* Common sense is not so common as people consider it to be In fact common sense means that a person should be mentally vigilant, his power of observation, his power of thinking and his power of coming to a conclusion should be quick and precise

Common sense is closely related to *tact and prudence* A person must be tactful in handling the situation Sometimes show of authority may be responsible for upsetting everything and the management of the affair properly may help in controlling the situation

Judging mental calibre requires a definite scheme of asking questions To a student of political science the Members of the board may ask, "What type of demo cratic set-up would they like to have in India? ' The answer to this question will give them an idea of the practical application of his thinking to the day to-day affairs Similarly the quick replies to the questions will help them to discover that the candidate is not slow in

thinking The authentic approach to the subject will show the quality of his thaught A variety of questions dealing with a variety of subjects will give them an idea of the knowledge of a candidate with regard to the different types of jobs Similarly by giving some situation to the candidate they can easily know about the common sense and tact that the candidate may have For example, they may ask "How will you calm down a furious mob?" The answer to this question will give a clear idea of the tactfulness of the candidate

One should always try to examine a variety of observations from the practical point of view We should also apply it to the day to-day affairs of life We should also take decisions quickly as far as small matters are concerned Later on we should try to assess whether the decision was well-thought out For developing clear thinking one should try to argue and discuss with educated people Similarly take interest in a variety of subjects as a close observer of life This will give the method of handling the situation So for developing mental calibre one will have to make a conscious effort for a long time

Assessment of Social Traits

An officer is not supposed to live in his own ivory tower, far removed from the public But at the same time he cannot sacrifice his official obligations for the sake of social conatcts In other words an officer should be social without showing favours to anyone and without leaking out the secret decisions or policies of the government Question arises that if the official secrecy is not maintained the interests of the whole state may be jeopardised then why an officer be permitted to have social contacts The answer is not far

to seek *Firstly* an officer is a public servant under the domcratic set-up and as such he should not maintain any aloofness *Secondly* if a person is not social he cannot cultivate a healthy outlook

The various social traits which an officer is supposed to possess are

i) adaptability to persons and situations
ii) cleverness to handle people without offending them
iii) Natural knack to place oneself in other s position and understand their problems
iv) the tact to become popular with the subordinates

In the case of man it is the functioning at the brain level that makes a greater adaptability For example a parrot can learn by rote to recite numbers but it cannot learn to count the people in a room Man has greater adaptability because he has the power of thinking Psychologists tell that from one s own experience one can discover elements of and the relationship among the different aspects of new problems This helps the person to solve the problems quickly The members discover these traits by asking questions like—(a) should a person reflect the mood of the company he is in ? (b) Should a person be charming and witty when he meets strangers ? (c) At a party should a person stop another who is going to tell very trite joke ? (d) Should a person be independent enough to tell freely to friends about his hobbies ? One thing which one should keep in mind about these questions is that generally these are not put in a straight forward manner to the candidate They are occasioned by some serious discussion

Proper handling of the people is an important aspect of the administrative skill For example in order to calm down a furious mob one has to agree with the mob and should not oppose their demands Similarly some adamant persons can be persuaded by exploiting their weaker points and so on An officer must know how he can get work out of others This trait can also be gathered with the help of various situation tests

One cannot be bossy as an officer The subordinates should give willing support and cooperation to the officer This is possible if the officer takes active and kind interest in the affairs of his subordinates This aspect of their social traits is discovered by judging whether the candidate is extremely haughty and assertive or not The words used while conversing with the members, the manner of laying accent provide a good idea of his relations with others

Interest in Current events etc

Questions on current events form the essential ingredient of the interview Very little importance is given to the factual data because the real purpose of asking these questions is to assess the interest of the candidate His knowledge about these should be up-to-date He should know the background of the current events and philosophies He should assess them critically and analyse them properly

Mr K P S Menon I C S has given a beautiful account of assessment of this essential trait of the candidate's personality He says

"The Gold Control Order had just been issued We discussed it with one of the candidates We asked him whether he would agree with Rajaji's description of Shri Morarji Desai as 'the emergency husband of

the Indian people' What Rajaji meant was that just as a husband would turn to his wife in a time of emergency and ask for her jewels to be pawned so Shri Morarji was asking the Indian people for their gold Rajaji advised the people that as a shrewd wife would not part with her jewels without asking a hundred pertinent questions so the Indian people should not lightly surrender their gold to the government The candidates who had read the newspapers had no difficulty in answering our questions but others found themselves, at sea and gave some amusing answers However we did not penalise any candidate for his inability to follow the subtleties of Rajaji's mind" (K P S MENON)

So the Board wants that the candidate should have up to-date knowledge He should follow the development with keen and enlightened interest As a members of the society we should consider ourselves an essential part of it and have intellectual involvement in all the affairs around us As we have already mentioned ignorance is not a crime if it is limited to a few facts K P S Menon says, " Ignorance is always excusable and a candid confession of ignorance is commendable but any attempt to cover up ignorance with pretended knowledge is reprehensible

One should take interest in all the branches of knowledge like an enlightened intellectual though economics and some branches of science are developing fast The candidate may not know the technical details but he is supposed to know the essentials of these concepts So a candidate should study all the latest developments and link them up with old concepts A number of students were asked about Einstein's theory, Narlikar's view, Mr Khorana's research

regarding genetics, Black Holes, etc from time to time These topics were quite current at that time

Mental Alertness

An officer should be mentally alert because he has to take quick decisions In case he fails to co relate the different aspects of a particular problem he can not arrive at a correct conclusion A single wrong step may have far reaching effects, so his decision should be well thought out He cannot make casual remarks

Sometimes the subordinates of an officer may cheat him by taking advantage of his dreamy nature It is reported that a subordinate used to show a sense of urgency to his officer and get certain papers concerning accounts signed As soon as the officer was ready for the tour he would run to him and panting badly he would assure him that he had checked the accounts three times and concoct some stories of its urgency for getting it signed The alert officer was tricked once but he became suspicious the next time and discovered a large number of the discrepancies Similarly others may persuade him by giving one sided picture

Mental alertness implies many things *Firstly* the man should be able to grasp others point of view quickly, *secondly* he should be ready with a suitable reply, *thirdly* he should not depend upon mere guessing and keep sufficient presence of mind to make most of the limited time—shift judgement should not be snap judgement, *fourthly* he should not get nervous and remain alert

It is very easy for the Members to know whether the candidate is mentally alert Sometimes a few ridi-

culous questions may be put in order to know the mental grasp of the candidate A candidate, who was interviewed for an officer s job in Air India, was asked "Suppose you are carrying a good amount of money with you from the bank and you are waylaid by the armed highway men They ask you to hand over money If, you hand over money your sister's marriage will have to be cancelled What will you do" In order to show heroic qualities he replied that he would fight them This does not reveal mental alertness, one should not sacrifice one's life unnecessarily Another candidate replied this question thus "I will hand over the money " In order to know whether it is the real reaction of the candidate one of the Members asked "Do not you think it is cowardice ? Moreover if they kill you after getting money then your purpose is not served" The candidate was mentally alert and he replied "Sir, fighting armed persons without arms is foolishness As far as the second part of the question is concerned by giving money I reduce sixty percent chances of their killing me This is just taking a chance "

Those children who are snubbed by the parents and the teachers can never be mentally alert A child should be allowed to talk freely Moreover one should discuss the different problems with friends One should also read famous stories and examine the reaction of the different characters to different situations

Critical Power of Assimilation

Man s senses record the factual information but it is the intellect that analyses it, co relates it and even assimilates it For these activities developed intellect

is needed, man's personal experiences, his knowledge of other's experiences, and his intelligence go into the wor king of mind So the critical powers of assimilation are not what we can get by just wishing for it, these are the product of man's enlightened journey through the affairs of life Sherlock Holmes, the famous character, created by Conan Doyle, takes interest in every small thing that he comes across This type of *enthusiastic interest develops critical powers of* assimilation

This quality is necessary for an officer because he is to take decisions If his mind does not make an assess ment of the situation by comparing and contrasting with whatever has been assimilated in the earlier years Thinking should be retrospective One should not be charmed by the prospect of getting success and one should not be frustrated by the fear of failure A good officer should be realistic in approach, balanced in thinking and critical in assessment

The Board discovers this quality by cross questioning the candidate on a particular topic To elaborate this point I give some extracts from the interview of a candidate,——

A Member—Do you think that India should have a strong central governmt

Candidate—Yes Sir, because there are separatist ten dencies in the country

Member–I do not think that the government of any of the Indian states has ever encouraged separatism Morever the centre cannot interfere in their working till a state of Emergency is declared How, then, the strong centre can check these tendencies ?

Candidate—The state governments will fear the central government if the central government is

strong

Member—The centre cannot be strict like a police officer The fear, I think, depends more on the sense of responsibility the state governments may have, What do you understand by the strong centre ?

Candidate—A government, which can assert itself and dominates the state governments

The above quoted conversation shows that the Members of the Board want to gather whether the candidate has assimilated the idea critically Is the candidate clear in his thinking ? Has he arrived at some conclusions of his own ? Adopting the ideas of others without analysing them does not make him an enlightened person

The best method to cultivate this habit of the mind is to think over some topics of the current interest and compare one's opinions with the opinions of the experts One should read the titles of the editorials of the newspapers, think about them and then compare one s views with the views of the experts One should also analyse the manner in which the writer has persuaded the readers to believe what he believes Later on, the candidate should expand the areas of interest This will develop critical powers of assimilation,

Clear and Logical Exposition

As an officer a person (a) should have a clear idea of the line of action (b) should be able to convince others of one's point of view (c) should be able to make the ideas clear to others That is why the Members of the Board expect the candidate to be clear and logical in exposition

If a person is not himself clear he will be wavering, picking up one ideology for another and adopting the

views of this or that person Vagueness in thinking can never develop our faith Unclear ideas may excite awe or fascination but not the realistic understanding of it So one line of thinking cannot be chalked out Till *we think straight we cannot give clear exposition* of ideas Clear exposition is not bluntness, it means a properly considered opinion

Logical exposition, which means presentation of ideas with a sequence and consequence, is meant to *convince others The arguments must issue out from* the preceding arguments There should be a natural flow in presenting one's point out of view We should know how we should plead our case

How do the Members of the Board judge this aspect *of the candidate's thinking* ? The candidate has to couch his views in a particular language which is in itself a good indicator of the clarity and logicality of the views But a candidate should never make a conscious effort to give clear exposition of his ideas be cause that will break the flow of his language

For developing this trait one has to work for a long time One should try to express ideas in different ways Express one idea in various ways Secondly one should read the prose writings of great writers Read the books, particularly, of S Radhakrishanan As the sentences and ideas are absorbed in the thinking process one's expression improves a lot

Balanced Judgements

Action based on imbalanced judgement can never be proper Judgement implies (a) proper guess of *the* trend of events (b) judgement arrived at by taking the pros and cons of the affairs into consideration (c) judgement which shows no bias An officer is supposed to

have balanced judgement because upon his decision depends many things Emotions should not dictate his decisions Rational approach fortified by experience shows the real path

To Aristotle balanced judgement lies in adopting the middle path In many cases the golden mean is the correct approach but this does not hold true in all the cases Sometimes it is the faith in one extreme that is correct For example if some one says that "communalism has done harm to Indian democracy", we cannot adopt the middle path and say that it has done some good as well as some harm So balanced judgement does not imply a view in which both the sides are given equal weight The judgement should neither be biased nor dogmatic

The Members can discover this quality by asking questions about some current and controversial problems A candidate was asked "Do you think that communal riots are the result of the activities of some communal parties ?" Yes Sir", the candidate replied He was further asked to elaborate his point The candidate said " Religion should have no place in a secular state Communal parties propagate hatred There may be a foreign hand behind communal disturbances" The reply is contradictory, confused showing no judgement at all There is no logic in arriving at the conclusion This does not mean that a candidate should give reasons for his belief but he should have those in his mind Similarly we cannot be infallible so even the incorrect judgements should also be based on reason

For cultivating this trend in thinking one should take part in debates and discussions One should reason out with oneself before he arrives at a conclusion Do

not take the views of others for granted, examine criti cally This is based on the assumption that one should have read widely Aquaintance with some philosophi cal ideas is necessary For example one must know something about---(a) *Animism,* which means that natural objects have no life in themselves but may be abode of spirits or gods who occassionally give them appearance of life The classic example of this is the assumption that an erupting volcanoe is the expression of anger on the part of the god residing in it (b) *Autho ritarianism*-a dictatorial form of government (c) *Be haviourlism* states that all behaviour including abnormal behaviour is the result of conditioned responses which are built up by association on the infant's three innate emotions of fear, rage and love

By recommending familiarity with these ideas I do not mean that one should be a philosopher before he goes for an interview My point is that these beliefs and ideas can make a person to form his views pro perly, he can sift out those which suits his manner of *thinking*

Variety and Depth of Interest

It is not possible for a person to take interest in everything yet one's interest should have a wide range Man's personality has many facets and *till all* the aspects find true expression through one's interests and actions, the man cannot develop a wholesome personality A variety of interests provide diversion which is essential for a healthy outlook A person with limited *interests will remain a* frustrated member of the society For example if a person had been seeking only the company of friends would find himself abused and deserted when he is not in a position to enter-

tain friends Many people die within a few years of their retired life only because after retirement they fail to keep themselves busy From these illustrations it becomes clear that variety of interests keep one's thinking straight and decisions fool proof

Depth of interest is as important as the extent of it It shows that man is curious and is prepared to absorb himself in that activity Such a person would have the strong desire to improve upon his performance and would do the job whole-heartedly Superficial interest will never ensure efficiency and hard work

This aspect of one's personality can be known by going deep into the subject while discussing with the candidate The discussion may take the following shape—

Member—In which branch of life do you take maximum interest ?

Candidate—In politics, Sir

Member—How do you define politics ?

Candidate—It is, Sir, the art of gaining power and the craft of retaining it

Member—What art is needed for gaining power and what craft is needed for retaining power ?

Candidate—In both the cases manoeuvring is needed

Member—What is manoeuvring ?

Candidate—A dexterous management of the affairs

Member—You have given the dictionary meaning, will you apply it to the political affairs and make the meaning more specific ?

Candidate—It means that the opposition should be outwitted to remain ignorant, all those who challenge the authority should be crushed etc

Member—But all this smacks of immorality How do you justify your interest in politics ?

Candidate—As a lawyer takes interest in crimes, as a physician takes interest in killer diseases so do I take interest in politics

Member—Alright What defects do you find in Indian politics ?

Candidate—It is opportunistic politics and that is why defections, dominance of caste, of religion, hero worshipping have crept into our politics

By studying this piece of purposive conversation we can easily gather that the Members of the Board were trying to know whether the candidate had depth of interest and whether he knew something about all the aspects of the subject

For developing this trait one should take active interest in everything Those who say that they have been bored by the lecture of a religious leader or by a book dealing with scientific fiction, are not intellectually alive Interest is to be developed, it cannot be imposed from outside In this respect parents can make a lot of contribution, they should provide the children with books on variety of subjects and they should try to satisfy the curiosity of the child whenever it arises A free development of their mind should be encouraged and their own ideas and notions should not stifle the child's thinking A child should not be curbed unnecessarily Even at a later stage of life one can develop many sided interest if one can labour a little

Ability for Social Cohesion

This aspect has already been discussed under another heading—assessment of social traits But a few

points may be further added by way of elaboration

If we take a very general view it means that whether the candidate has the capacity to mould himself according to the social environment in which he has been placed Suppose an officer from Punjab is posted at Madras, he will have to be well aquainted with their customs, traditions, festivals and other rituals He can not isolate himself from that social milieu otherwise his understanding of their problems will be inaccurate and insufficient This does not mean that the person effaces his individuality, he remains individual though he identifies himself with the surroundings

How do the Members of the Board know about this trait and how is it to be cultivated we have already discussed

Ability to Lead

Leadership is one of the essential qualities of an officer If he cannot take initiative, if he cannot direct the activities of his subordinates he can never be a successful officer Leadership demands three important characteristics in the case of an individual (i) originality (ii) power to execute (iii) power to command

Originality means that the person should be able to think out a new course of action in case the traditional and stereotyped methods fail This is possible if a person has a comprehensive view of the problem Original line of action will remedy the defects of the previous system and will lead to better administration This does not mean that one should discard all the old methods and go on experimenting with the new ideas Originality also implies initiative An officer should take the lead so

that the subordinate are inspired to follow There is a world of difference with regard to the effec tiveness of the order "Do it" or "Let us do it"– in the second resistence is minimised

An officer should have imagination and practical sense in giving a practical shape to ideas and sug gestions In other words his thinking should be re alistic and matter-of-fact because idealistists live in their own world Similarly dreamers cannot be practi cal in their approach An officer who cannot see the things in their real perspective can never chalk out the line of action properly

Equally important is the power to get work from others You cannot boss over your subordinates even if you are a boss No body can be forced to do any-thing, if at all the work is done out of fear it will not be done properly The subordinates should have respect for the officer and do the work out of res pect

How do the members come to know about the leadership quality of a candidate ? For military ser vices a candidate is generally given a situation and is asked to point out the method of handling it For example they ask, "you are to organise a variety show in your college, what steps you would take" The reply of the candidate will give a fairly good idea of the line of action of the candidate But for higher ser-vices like I A S and Probationary Officers they gener-ally do not give any particular situation which is to be tackled From discussion itself they gather this trait of the candidate s personality If the candidate shows tact in handling some problems he is supposed to possess this quality *Secondly* he should be assertive when he is right and should not be in doubt *Thirdly*

he should be clear-headed with regard to the various problems Even self-confidence in answering questions shows this quality

What should a candidate do to develop this trait ? He should be prepared to take up odd jobs when ever he is asked to handle them Sometimes a young man feels shy of meeting some officer, he should meet the officer whenever he gets opportunities He should try to clear his doubts even if he is asking ridiculous questions This will serve as a good spade work *for developing the ability to lead*

Intellectual and moral integrity

Intellectual honesty means that the candidate is not confused and his intellectual make-up is furnished with authentic and correct information It is different from 'mental calibre which we have discussed earlier The candidate should be sure of what he knows Confused thinking is the worst trait of a person's mental powers

Moral integrity implies that a persons should have no tendency to fall a prey to corrupt practices This covers thinking as well as actions Corrupt thinking would mean jealousy, hatred and desire to harm others A person with this type of distorted thinking can never be popular with his subordinates and straight in his thinking

In order to know about these qualities the Members of the Board observe the reactions of the candidate to various questions They try to judge whether the candidate has the moral courage to admit his mistakes and to review the affairs properly It is extremely important from the point of view of the officer's work to have uprightness

PART 2

Essentials of Interview

- Interview etiquettes
- Wear no masks
- Mind your language
- Spontaneity in replies
- Pertinent guestures
- Be consistent
- Be decisive
- No personal views

4

Interview Etiquettes

Introductory

There is a social norm, which should be observed if we want to preserve society A father must talk to his son as a father, a servant must talk to his master as a servant That is why we have business etiquette, diplomats' etiquette and a candidates' etiquette Decorum in behaviour, actions and talks is a sure sign of the cultured nature of a person A salesman without etiquette may lose a customer, an officer without it, may become unpopular with his subordinates Psychologically speaking, observance of etiquette signifies three things (i) the shaping influences on the personality of the candidate (ii) his general awareness of the situations and their handling (iii) alertness of the candidate This is what the Board wants to judge So with an interview are associated certain etiquettes

On Entering the Room

Some say that as soon as the candidate enters the room he should see that the door is properly closed, carpet is not folded, pieces of paper are not lying on the carpet But a candidate

is not supposed to do the work of a sweeper This is an exaggeration of the etiquettes he is supposed to observe Of course, he must close the door gently and not slam it with a noise If some of the papers from the table of the members fall the candidate is supposed to pick them up He should walk up to the chair in a proper manner He should not wipe perspiration, should not run his fingers in his hair, rather he should remain calm and composed

He should wish the members "Good morning" or "Good afternoon" depending upon the time There is no need to wish all the members individually

It is necessary to get permission to take the seat Many a time the chairman asks the candidate to take the chair In both cases he must thank the members or the chairman

Sitting Posture—a Matter of Etiquette

A candidate should not sit in the chair stiffly as if a statue had been made to sit He should not sit with crossed legs nor with hands on his cheeks Some candidates change positions while sitting in the chair--this shows uneasiness on the part of the candidate While waiting for the question he should not sit with open mouth, ogled eyes and fear beaming from the expressions on the face, the candidate may seem to be a tennis player waiting for the ball to come to his court The posture should be natural which shows ease and naturalness on the part of the candidate He should not fiddle with his buttons or tie, rather he should simply sit without allowing his fingers or feet to do something odd

Talking with Etiquette

I have purposely used the word 'talking' for 'replying questions' because the candidate should never give an impression that he is cross-examined and he is a man in the witness box The members try their best to make the candidate comfortable yet the sub conscious mind of the candidate never allows him to forget that it is an interview This consciousness should be least visible on the candidate's face

A candidate should always use respectful words like "Sir', "Your goodself" while talking to the members Language should be courteous and somewhat formal It should not be blunt, harsh and too much informal By 'informal language' we mean the language which is used while talking to friends If a candidate does not know any particular answer he should preface his reply with 'I am afraid, Sir, I do not know about it" Whenever he is unable to understand the question and wants it to be repeated he should say, "I beg your pardon, Sir" Similarly while talking about himself he should never be boastful, he should be humble

Etiquette in Actions

General impression of the people is that during a span of twenty to thirty minutes what a candidate may possibly to do to show etiquette Some of the questions of the members are well calculated to judge this aspect of the candidate s personality Once a candidate was asked if he had bought a new tie for the interview The candidate tried to bluff by saying "No Sir, it was bought last month" One of the members got up

and came to the candidate and held the tie in his hand and remarked "No, it is a new one" The candidate insisted "No sir, it was bought last month though I used it sparingly" In fact 'tie' was not so important a subject for the member, rather he wanted to see whether the candidate stands when a member is standing by his side I give another instance to explain the point A candidate was asked to call the peon He asked the member, though apologetically, to press the bell This was wrong on the part of the candidate, he should have gone because the superiors are to be obeyed At another time a candidate was asked to pick up some papers from the floor All of these clearly show that etiquette in action is also necessary

Etiquette in Suggestions

An officer is supposed to give some reasonable suggestions whenever he is asked A candidate was asked, "What should the chairman of UPSC do as soon as he retires ?' Some candidates kept mum, others tried to laugh it out by saying that he should become a politician In fact he wanted a serious and good suggestion Similarly some other candidates were given some situations for suggestions One was asked if the children of his neighbour plucked flowers from his garden what he should do He wanted a neighbourly suggestion

Exit with Etiquette

The candidate should not leave the room in a huffy manner He should collect his papers, not hurriedly but calmly He should put the chair at its proper place and wish the members The candi-

date should not look back once he has turned his back If possible the face should not betray the emotions This aspect of man s personality is very important because the members can evaluate a candidate's capability as an administrative officer If he is offered a cup of tea he should take it, we should not forget, 'Every one's manners make his fortune" —(*Carnelius Nepos*)

5

Wear no mask—Be true to yourself

Introductory

The present age is the age of hypocrisy, sham, false values and all types of pretences In every walk of life one has to wear a mask because it is not possible to lead a proper type of social life without doing so A teacher or a father has to act like a moralist towards his pupil or his son despite the fact that he may not like it at all Similarly, everyone tries to impress the other by wearing one or the other mask There is a greater desire to compensate psychologically whatever one loses in his day to day life One who has been a miserable failure will try to boast of his courage by posing as a very clever person Similarly cowardice is hidden behind the mask of bravery Inimical feelings are generally plastered with friendly smile or a warm handshake or a polite word This falsehood around us has left its permanent imprint on the human mind and man has started feeling that the secret of success lies in becoming what one is not He poses in the company of his friends, in the

presence of colleagues as well as with his relatives and acquaintances This attitude solidifies itself into a mental habit and so the man behaves in this very manner everywhere At the time of interview this type of behaviour is extremely dangerous It is better to admit one's weaknesses, to confess one's ignorance, assert one's point of view in a manner that the trueself of the man is revealed The false outward show will not only distort the personality of the person but will also make him an unsuitable candidate for the job Bacon says "A mixture of lie doth ever add pleasure", but it does give a wrong impression about the personality of the man At the time of interview one should be true to oneself in every respect

Wear no intellectual masks

This is one of the common traps in which a candidate may fall In order to prove his suitability for the job, he may start talking about his qualities in a lyrical manner Sometimes he may outstrip even the bounds of decency and sometimes that false profession may be quite obvious from his talks One of the candidates in his zest for showing that he has studied English literature pointed out that some of the modern writers have added to literature nothing more than propaganda material, but when he was asked to illustrate his point, he failed to elaborate properly He pointed out that Bernard Shaw, the dramatist, has advocated the theory of Life Force through most of his plays On asking that by propaganda material if he means literature which gives a message, he replied in the affirmative This confusion between literature meant for propaganda

and literature for knowledge clearly showed that the candidate just wanted to bluff the members of the Board Another manifestation of intellectual falsehood is that the candidate may start supporting his own point of view with quotations from different philosophers and thinkers Somehow or other the candidates get an impression that perhaps the members of the Board are ignorant of the views of the different philosophers and they will be able to influence the members This type of presumption is altogether meaningless and one should not go by this presumption

Masked Language

Sometimes intellectual mask may force the candidate to talk in high flown language in order to show his mastery over the language and also his impressive manner of speaking This is altogether a wrong approach In the jargon of words the theme of the talk is completely lost Consequently it is impossible for the candidate to make himself clear and even if he tries to make his point clear, he starts talking about many other things which may give material for many more questions to the members of the Board Sometimes the candidate may have to labour a lot for thinking out the proper type of language, as a result of it his language may seem to be laboured and his style somewhat ambiguous

Assumed Behaviour

This love for falsehood, many times, appears in the form of physical action With a desire to impress the members of the Board the candidate makes a show of bodily actions like gestures and even voice Some

of the candidates would start interrupting the members of the Board with the sole desire to bring their point home Other candidates may modulate their voice in a manner that does not suit the occasion They may raise their voice to a high pitch unnecessarily or they may be very soft in their tone, that too unnecessarily A candidate should never try to behave in an assumed manner He should be normal to himself His actions should be normal actions No false smile or false exuberance should appear He should talk in his normal voice without giving an impression that he is extremely conscious of his interview It is generally said that one should forget about the interview itself and should talk in a free and frank manner

Under this category falls the dress of a candidate He should not wear the newly stitched clothes because it needs a little time for adjusting oneself mentally with the new clothes Similarly, if in his normal life he has not been wearing a suit during summer, it is better to avoid it No denying the fact that apparel proclaims the man but the apparel should not be the man It is the mental agility and also the alertness of the candidate that matters

Emotional Masks

Sometimes the candidate makes a false show of emotional expressions and the emotional gestures reveal the disturbed mind Some candidates who are temperamentally very serious try to become jocular at the time of interview Others who cannot become so friendly try to become friendly in their talks In both of these cases the false expression of emotional behaviour will never bring credit rather it will be discredit The candidate should try to remain mentally stable

Though a little formal behaviour is necessary at the time of interview because without formal behaviour interview is not a purposive talk between the members and the candidates So they should not make use of the language which they generally use in their friendly talks with their friends There should be a little touch of formality otherwise it should be natural talk- natural in expression, natural in accompanying gestures, natural to thinking

Some Practical Tips

One cannot be true to oneself if one does not consciously cultivate this habit It has already been pointed out that the outside influences are so poweful that a personality cannot escape their impact So it is necessary that we should always try to remain true to ourselves while talking to others If by chance one starts upsetting or making wrong statement, one should not hesitate from correcting oneself In case it is absolutely necessary to wear a mask in the presence of others, one should not allow it to become a natural way of life, he should always try to face the facts and should not live in the world of illusions This tendency arises out of the desire to delude oneself and so the man should always try to remain on guard against this type of temptation He should try to become as natural as it is possible in his normal behaviour and day to day life It is only this habit that can make a person quite fit for interview

6

How courteous a candidate should be at the time of interview?

Introduction

It is generally said that courtesy costs nothing but wins everyone In our daily life courtesy is considered to be a sign of civilised and cultured behaviour A courteous salesman can win over the customer, a sympathetic and courteous subordinate can win the affections of the officer Similarly a courteous neighbour can easily get many concessions from his neighbours The only way to demonstrate one's courteous nature is through the use of proper words A courteous talk can be called euphemistic style of talking Suppose someone who wants to reject the suggestion of another, says in a courteous language, "I am afraid your suggestion may not be workable" English people believe in courteous language in formal type of addresses Some may think that courteous language was the language of courts only where the courtiers used to flatter the king But it is wrong Even an officer has to be

courteous if he is to get proper work from his subordinates Similarly, a subordinate has to be courteous to please his officer Now the question arises should a candidate at the time of interview be courteous or not ?

Courtesy at the time of entering the room

It is generally believed that a candidate should enter the room in which he is going to be interviewed in a quite formal manner He should be particular in closing the door and wishing the members of the Board and asking their permission to take the seat None of these actions can be considered useless because this type of courtesy is not to please the members but to show one's breeding and one's family background If a candidate does not close the door, he is not very cautious about minor things On the contrary it does not mean that he is careless person because sometimes when a person is concentrating upon some other things, this type of action is possible Wishing the members of the Board, is, of course necessary because whenever you enter an office, you must wish the officer there, which shows due respect to the chair As far as asking for the seat is concerned, normally the Chairman himself asks the candidate to take the seat If the Chairman does not ask him, the candidate should take the chair by just saying, "Sir can I have a seat ?' Generally the candidate has not to ask for this type of courtesy

Courtesy while conversing

While talking to the members of the Board ... language should not smack of ar

the other hand one should not be extremely humble also because humility means a camouflage for one or the other weakness One should not forget that Uria-Heep in *Dicken's David Copperfield* is all the time saying, "I am an humble man" As we know, Uria Heep was a villain and in order to put the people on the wrong scent he used to call himself a humble man This is generally the case with the people in our day to day life So too much of courtesy which may be shown in the use of a large number of courteous words is not desirable Every sentence should not be prefaced with "sir, I want to submit " But the language should not be harsh nor such as jars upon the ears of the listeners Sometimes the candidate becomes over-enthusiastic about his point of view and starts talking in a very enthusiastic manner and so he makes use of the rough language For example, while talking about the emergency he may say, "During emergency innocent people were harassed, political leaders were tortured and many other heinous crimes were committed" This languge smacks of libellous language and does not behove cultured person One should be content to say that "During emergency many undesirable and unjustified acts were committed" In fact, our reaction to any suggestion should not be so sharp as to colour our language An officer is supposed to have patience and control over himself That is why his reaction should also be disciplined reaction

While agreeing with any member of the Board the candidate should not say, "Sir, you have made a very wise and scholarly observation' In fact these types of words seem to be quite artificial and

have no appeal to the listener The members do not want the candidate to flatter them rather their main intention is to see whether the candidate has an in telligent evaluation of the problem which they are discussing For this purpose it is necessary that the candidate should be clear in his language and think ing and should not try to cover up his faults with the courteous language Courtesy means that the language should not be harsh and it also does not mean that one should be apologetic or flattering in his tone, it simply means that one should speak as a civilized person

Sometimes while discussing, the candidates start pleading not guilty of either their poor performance in the academic career or of their ignorance Some times this apology is considered to be courteousy But this is wrong If a candidate is tying to justify his poor performance by concocting stories and by telling false things, it is not good on his part rather he should be prepared to face the realities of life and should accept his failures as such Similarly, a candidate should not try to give reasons for his ignorance It is more than sufficient to admit one s ignorance and say that he did not have knowledge of those things Even if the members of the Board make some unpalatable remarks about these things one should not feel disturbed or should not consider it an indication of their views In other words, he should just think that whatever is real is correct

Courtesy in tone

More important than the courtesy in language is the courtesy in tone I fully agree that in some of

the cases the tone is naturally harsh In other cases it becomes harsh because of many psychological factors Harshness of tone may be due to the fact that in the family the candidate might have been dominating others because of various reasons For example, one of the causes of this domination is if the parents are uneducated and the child has been able to get higher education Similarly, in other cases it may be due to the submissive nature of other members of the family Sometimes the tone is harsh because the candidate has not been leading social life He has not been cultivating friendship with a large number of people Whatever the reason may be the candidate will have to prac tise systematically for softening the tone of his language He will have to learn the manners of speaking to the superiors and also showing due respect to them

Courtesy when the interview is over

After the interview the candidate should be a bit courteous Generally the members of the Board thank the candidate but the candidate should also thank the members of the Board He should try to leave the room in a courteous manner There is no need of becoming over-courteous It should be normal courtesy and should not give an impression of abnormal courtesy He should talk only that much as is demanded by the questions and should not indulge in over-talking It is a sign of bad manners to speak unnecessarily and to intrude while members of the Board are discussing something among themselves Sometimes the members comment upon some of the observations of the candidate quite audibly but that does not demand the interference of the candidate He

should keep himself aloof from that discussion He should just listen Even while getting up from the chair, one should not get up in an unceremonious manner He should collect his papers and put the chair at its proper place before leaving He should walk with confidence up to the door and should not show any visible sign of nervousness or dejection because of this interview So courtesy at the time of interview is important but it is a different type of courtesy—different from what we show in our daily life

7

Mind Your Language Please !

Language is more than a medium of communication It reflects the cultural and environmental influences which shape the personality of a man That is why language is enriched by experience and smoothened by the efforts to communicate one s ideas forcefully From the words spoken by a person one can gather his clarity of thought, depth of knowledge and the soundness of his convictions To Wordsworth, an English poet of the early 19th century, the language of the common man is the most expressive language because it comes straight from the heart, drenched in its blood and modulated by the frequency of its beatings When Shakespeare said—

Idle words! servants to shallow fools
Unprofitable sounds, weak arbitrators
Busy yourself in skill contending schools,
Debate where leisure serves with dull debaters,
To trembling clients be you mediators

(Rape of Lucrece)

he was referring to idle words only Idle talk is generally meaningless otherwise it is only words which can win the hearts of the people "words do well, than he that sp aks them pleases those that hear' So a

candidate in interview can make himself disagreeable if he does not use appropriate and correct language

Verbose Language

Some candidates think that their conversation should be studded with Johnsonian phraseology, the more difficult words they use, they think, the more impressive their language becomes Instead of saying that "you are unfamiliar with the roads of the capital city" if one says "your peregrination in this ancient Babylon has not been extensive" one not only burdens the thought with high sounding words but also shows the perverse desire to show oneself off Psychologically speaking, those who love affectation can easily be flattered because they have a weakness for personal praise and personal glory Naturally these types of officers cannot be judicious in their judgement and impartial in their decisions Moreover affectation as the psycho logists would tell us is many times a camouflage for the weakness of the person Many a time affectation in speech as well as otherwise is a calculated effort to hide one's inferiority complex Naturally enough affected language will imply the negative qualities which an officer is not supposed to possess

apologetic language is not desirable Civilised talk demands that one should talk in a manner as one is supposed to talk with the persons who are prepared to listen to him attentively and examine that speech properly There should not be any touch of any doubt in language but the repetition of a word like "Sir, Excuse me Sir," again shows that the candidate is lacking something—either he is gaining time by speaking these words or he is very much conscious of the presence of others while speaking Sometimes apologetic tone in the language leads to the impression that the candidate is just trying to humour the Members of the Board It is wrong to think that too much of humility can attract the attention of others Sometimes humility reveals the weakness and it implies that while agreeing with the Members of the Board unnecessarily the candidate is showing a lack of conviction It should be made clear that emphatic and assertive language is also not wanted For example during the course of discussion in one of the interviews a candidate was asked "If your friend betrays what will you do" The candidate replied emphatically that his friend would never betray him The Member of the Board asked him to suppose it and the candidate stuck to his contention and again replied that he was sure that his friends were quite faithful friends" The Member of the Board asked him the same question in a different manner "Suppose my friend betrays me what I should do" Clearly by putting the question in a different manner he forced the candidate to make a reply So the assertive nature of the candidate could not help him much

It might be suggested that the candidate will have

to strike a very delicate balance between the langu age of a sophisticated and educated person and also a person who can reveal his mind clearly and force fully That means the candidate must have some qualities of a scientist as far as the clarity of thou ght and decision of judgement are concerned and also an educated person who can indulge in purposive talk with others So one should not be too much apo logetic in tone or language nor too much assertive

Unbroken Speech

A very smooth run whether of the vehicles or of thought or of speech is always appreciated If the thought breaks abruptly and the reader gets a sort of a jerk it is not possible for the reader to appreciate it So is the case with speech Even if a person is very learned but cannot speak fluently without any break he will become unimpressive This does not mean that one should speak as fast as it is possible, one should speak at a normal speed keeping pace with his thinking process Some of the candidates cannot think quickly, so they need some time for linking up their previous thought with the following one On the other hand, some other candidates can think quickly and their language fails them in conveying their ideas properly i e, their thoughts outpace their language Both the cases are not good examples of good speech In fact there is no continuity of thought Speaking is practised if it is not possible to speak fluently Broken speech breaks the image which the Members of the Board form regarding the thought content of the speech The candidate must not stop unnecessarily after speaking one or two sentences if he finds that the response of the Members of the Board is quite

good Otherwise also he should try his best to finish his own explanation of a broad point even if he is interrupted by one of the Members of the Board This also implies that there should be consistency in thinking, a definite transition from one thought to another and also a definite aim to bring the Members of the Board to a broad point of view So the language should not be either racy or jerky

Discursive Language

The candidate should always be precise in his answers, he should not try to take the attention of the Members of the Board in different directions Sometimes while discussing with Members the candidate in order to make a show of his knowledge refers to many other things which have no relevance with the subject This type of speech will not only make the Members to conclude that the candidate's thinking is not riveted at the proper point but would also provoke a large number of questions from the Members For example if a candidate while telling something about the efforts of a Government to curb the prices starts talking about the general economic conditions in the country he would be inviting trouble for himself in the form of a volley of questions Discursive language does not bring the speaker to any definite point He seems to be meandering without touching any particular specific ground The candidate should be as precise in his answer as is possible He should restrict his thinking as well as his speech to the subject and point under discussion Discursive language shows that the candidate's thinking is not to the point and he does not possess the scientific outlook and precision Here also one warning should be given that the candi-

date should not try to eschew the important aspects of the question while giving a precise reply Sometimes the reply becomes an inadequate exposition of one's points of view simply because the candidate is trying to be precise in his language In this context it should be *remembered that the language should not be* tele graphic or just like slogans The sentences should be complete though a bit conversational in their tone

Illustrative

Some candidates have the wrong notion that they should consider the Members of the Board as "fools' in order to get self-confidence This attitude, if at all a candidate is eager to develop, is not correct one It is *this attitude which sometimes makes the candidate* to give profuse illustrations in support of his own point of view Illustrative language does not give the impression of an intellectual approach Sometimes illustrations are not correct and so it gives an impression to the Members of the Board that the candidate has incorrect knowledge of the affairs Even if the Members ask for some explanation it should be an explanation which smacks of cultured and civilised outlook There is no need of giving day to day illustrations for explaining certain philosophical ideas While the illustrations are inappropriate, they do not serve the purpose of the candidate

Control Over Language

The candidate must have control over the language He should be able to marshal his arguments properly No doubt words should be selected with judicious care in order to give an impression that the language should be quite precise and exact In order to cultivate the

habit of speaking precisely one must practise discussing the personal problems with friends and others He should also try to talk on various subjects in a manner that he is able to discuss the problems properly Control over speech needs mental training as well as training of conversing with others regularly This needs a long practice, so the student should start discussing the problems from even the early period of his life It is necessary to have a regular training in speaking on different subjects particularly of the topical interest It also implies that one should be quite faithful to one's convictions in his language Bluffing at any stage will not help the candidate and even the most forceful argument will lead him astray Fumbling for words or using inappropriate words cannot be considered plus points as far as the personality of the candidate is concerned

8

Should a candidate be spontaneous in his replies ?

Introductory

I was much amused to read in one of the magazines that a candidate should be spontaneous at the time of interview The cause of amusement was more the ignorance of the person suggesting it than the impractical aspect of it A poet can be spontaneous because his speech is not all in the form of a reply to a question, his imagination can wander in any direction and he may lose virtual contact with the topic in hand For example, T S Eliot has pointed out that Keats in his poem '*Ode to Nightingale* gives us emotions which have no relation with the actual emotions which were given rise to by the incident You cannot expect a lawyer to be spontaneous in his arguments You cannot advise a student to be spontaneous in the examination hall or before the interview Board Moreover, spontaneity means the continuous flow of ideas and this will always lead the student into digressions It will not be possible for him to focus the attention of Members of the Board to his point of view As far as spontaneity of speech is concerned that will also not

be possible at the time of interview because a candidate cannot change the interview into a lecture hall He may use all the figures of speech if he does not give the relevant material his effort becomes meaningless Similarly, spontaneity cannot be cultivated as it is more or less a natural gift We can be spontaneous if we are to give witty replies to our friends and if we are to discuss the problems in a superficial manner Rather the language as well as the sequence of ideas should result from a conscious effort of a candidate By this I do not mean that after every question the candidate should give a lot of thought and remain silent for a very long time Rather he should try to cull out from his memory those points which are relevant to that question The replies to those questions should be properly thought out, even if one has to remain silent for a few seconds

Purpose of Interview

The interview does not mean the assessment of a candidate's wit and his language Even if he is not witty, it does not matter and even if he is having very good flow in his speech it is not of much importance The most important thing is that his ideas must be to the point and show a very good understanding of the subject A candidate cannot leave certain questions The interview cannot be confused with press interviews because at the latter, the replies given by the persons are always evasive and diplomatic When a candidate tries to step out of his normal way of speaking and talking, he may not be able to answer the question correctly If a boy is accustomed to speaking slowly, it is no use becom-

ing spontaneous because he is sure to miss one or the other point If at all he defends something it will not be complete and if he tries to think out quickly, he may be confused

Be in Your Normal Self

A candidate should try to understand himself properly, if he cannot speak fast he should retain the same tone at the time of the interview If he cannot organise ideas at the interview, he should remain calm till he thinks out a correct answer In the case of an emotional type of person, a bit of difficulty may arise They become emotional and will not be able to reply a question correctly In such cases spontaneity is most injurious It is so because the moment he tries to become spontaneous, he will feel more and more confused So emotional type of candidates should always try to control their emotions, before they are able to speak anything In other words, they should rehearse so that they do not become over-excited In the case of other candidates, we may advise that they should remain in their normal self without trying to be spontaneous or trying to be deliberate Rather a serious type of attitude in approaching the interview is better One should give an impression to the Members of the Board that he is not replying the questions in a hurry rather he is giving a good thought to it

Digressions

A candidate should always try to stick to the point and not stray away from the topic His desire for spontaneity may make him to commit these types of mistakes If a candidate goes away from the

topic, he gives an opportunity to the members of the board to go deeper into the subject They generally pick up digression and ask questions about it So it becomes difficult for the candidate to answer those questions correctly Many a time he is caught up in his own trick and it becomes extremely difficult for him to come out of those questions To the point answer always makes the Member to remain within the boundaries of the subject matter A candidate's effort should be to limit the scope of the question as much as is possible He should not allow the Members of the Board to stray away from the topic Naturally spontaneity will never allow them to stick to the main points

Do not Speak Fast

Spontaneity they think is also exhibited by speaking a bit quickly But by speaking fast a candidate may be at a disadvantage because of three reasons Firstly, he may not be able to make himself so much clear to the Members of the Board Secondly, by talking fast one may not be able to link up the previous ideas with the following ones Thirdly, his language and the choice of the words may also be improper If the language is improper that goes against the candidate and if his thoughts are not properly organized, it also goes against the candidate So it is wrong to think that there should be spontaneity at the time of interview Rather one should be very cautious and quite deliberate in answering the question His answer should be well calculated and well thought out

Gestures at Interview

Introduction

Gesticulation is a symbolic representation of one's feelings or reactions and their intensity One may raise one's eyebrows at an odd remark or a foolish action and wave hands to give an outward manifestation of accumulated anger None can deny that speech gets added force through gesticulation A wink of eye of Iago (a character in Shakespeare's play 'Othello') convinces Othello of his honesty Raising eyebrows, twisting lips, waving of hands are considered to be necessary accomplishments of an effective conversation If one can wear one's emotions on his face he can impress the spectators In dramatic representations gestures convey half of the feelings Some of the Indian dances totally depend upon gestures for telling the whole sequence of the story Pantomimes in the ancient times totally depended upon gestures But gestures at an inappropriate time and in an inappropriate manner may do greater harm not only because they will be misunderstood but because they will detract from the force of the argument But question arises whether gestures have any relevance at the time

of interview

Interview is a purposive talk between the candidate the Members of the Board Their main aim is to discover the personality and the mental make-up of the candidate by asking questions and by entering into purposive discussions Obviously effective presentation of one's point of view convinces the Members of the Board and the candidate is able to persu ade the Members to believe what he has been contending Clarity of thought and the courage of his convictions can be discovered only through an intellectual talk with the candidate Naturally the main aim of the candidate should be to convince the Members of the Board and present his point of view in a manner that it becomes appealing to them Does it mean that gestures are necessary in an interview? None can deny that gestures can make the conversation effective if they are not artificial nor out of place There should not be any calculated effort on the part of the candidate to take recourse to gestures Gestures may smack of melo dramatic action So a candidate sitting with crossed legs or adjusting a lock of hair or making a show of affectation is uncomfortable postures He seems to be off the ground and the sense of logic loses its hold and the candidate feels confused Psycho analytical studies reveal that the moment a candidate becomes conscious of his mistakes whether in gesticulation or in the contents of matter he feels confused and non-plussed Whenever gestures are made with a calculated effort one's concentration of mind is lost Attention is distracted and the candidate starts looking vacantly at the Members of the Board This blank expression is not only ineffective but also gives poor impression of the candidate's performance

Negative gestures

Some gestures do not reveal the positive factors of one's personality Rather they bring to the fore the negative aspects These types of gestures may be called negative gestures Lack of arguments may make the candidate to keep mum – an uneasy silence—a gesture which is more revealing to the Members of the Board Similarly, nodding of the head whether to affirm or deny may reveal shyness or lack of social contact Rubbing hands gives an outward manifestation of one's uneasiness Wiping perspiration from the face implies nervousness Sometimes while listening to the Members one may be so rapt in attention that one's face seems to be inexpressive and blank This is also a negative gesture because blank face is also the index of mind Sometimes the candidate makes some motions with his neck or body as if he were making an effective attempt to react to the question of the members This gives an impression that the candidate is not in his normal self

Compensatory gestures

Some gestures are made to compensate psychological weaknesses Undue assertion is due to the lack of confidence or the effect of misplaced confidence Assertion particularly at the time of interview if accompanied bv violent gesture is out of place Sometimes while rebutting the point of view of the Members one may start ogling one s eyes or stare into the faces of Members These war like postures are just a camouflage for one s lack of confidence Similarly when a candidate does not have any argument to give unconsciously he may adopt the method which he might have been adopting while discussing problems with

his friends His words, "I am sure, Sir," "I am definite" are many times accompanied by some gestures with head, hands or eyes It is not difficult for the Member of the Board to discover the lurking uncertainty and indefiniteness Some of the dreamy candidates might just be startled into wakefulness by a sudden question Under such circumstances it will not be difficult for the Members to find that the attention of the candidate has strayed away from the main topic Even these gestures are very harmful as far as the interest of the candidate is concerned

Diverting gestures

Under this category fall those types of gestures which are meant to divert one's attention or to escape one's notice Biting one's nails is an ugly diversion to get time for thinking Looking wistfully at one's ring or at one's watch or blankly at the table clearly shows the lack of ready wit, quick understanding an attempt to concoct some argument and paucity of words One of the subtle diversions which shows signs of inferiority complex is to look at the Members who are not asking questions Another extreme form of it is to look fixedly at the Member who is asking questions These types of diverting gestures are odd, inappropriate and even meaningless These do not convey any idea to the Members of the Board except that the candidate is not capable of convincing the Board

Gestures of emotions

Sometimes the candidate is attacked by hypertension or high blood pressure No denying the fact that howsoever poised the personality of the person may be he cannot remain in his normal self at the time of

interview There will definitely be unconscious fear of displeasing the Members But in some cases the situation makes him quite emotional So while talking to the Members he may seem to be shouting at them or making an apologetic appeal Under the stress of emotions his lips may quiver, his hands may move wildly or he may be just giving twist to his body while sitting in the chair Excessive emotions may even choke the candidate, and his voice may be stifled Similarly under the impact of emotions the candidate may try to speak with a great speech and his words may blurt out of his mouth as the water gurgles out of the small neck of a bottle This action is also not favourable to the candidate's performance Some how or other the age of science has made man to praise impersonality and detatched attitude, we should be argumentative without becoming sentimental we should emphasise without betraying our partiality, we should speak out our mind without colouring our speech with prejudice Gestures of emotions reveal our weaknesses, which might make us irrelevant for an officer s job

Natural self

Secret of successful interview lies in faithfulness to one's natural self If one is coming to gesticulation one should use gestures but without making an undue demonstration of one s emotions and reactions Even if one feels strong about any point under discussion, one should praise one s point of view without making violent gesture While making dramatic gestures one might lean one s head on one side, moving one s eye balls side-ways or upward but these do not behove of a prospective officer One should modulate one s voice

without verging upon shouts or whispers for effective conversation As soon as the candidate is initiated into conversation, it is necessary for him to regain poise and talk in a normal manner to Members It is not possible if he has not been discussing different things, different matters with his friends, teachers and others earlier If a candidate feels he can acquire all the qualities by just rehearsing in one or two mock interviews he is sadly mistaken One should develop the habit of discussing and consciously make an effort for giving cogent and appealing arguments One can convey one's point of view in a better manner if he does not try to become over-excited at the time of the interview

10

Consistency at the Interview

Introduction

Consistency in thinking as well as in judgement is one of the important features of a mature mind An immature person will be guided by chance-impressions as well as by certain personal problems which might crop up in his life As a result of it he might deviate from time to time because he may try to judge every thing not with the help of some basic principles On the other hand a mature mind will form an idea by taking all the aspects into consideration, relating it with the past and also place it in the context of the future His thinking, in short, will be comprehensive It is generally said in praise of Pt Nehru that he was very consistent in his thinking- whatever he had said in 1936 was repeated by him in sixties Psychologically speaking consistency of thought implies (i) that the speaker is not guided by chances emotions and impressions (ii) he is firm in his opinions and not vacillating (iii) his thinking is quite matured

Consistency is needed when a person takes up an administrative job One word said by the officer would mean that the whole of the machinery of the govt

will start working and the orders will be carried out by a large number of the people It involves expenditure and human-labour In other words, if an officer passes an order without being consistent with the previous policy, he might be held responsible for wasting funds, misdirecting labour and creating very uncertain conditions In this context, we should not forget that Mohd Tughlak in Indian history is considered to be a foolish king only because he had taken certain steps which he had to change later on So it is one of the qualities of an officer that he should have some principles on the basis of which he should take decisions and those principles must be consistently followed In order to know something about consistency in what the candidate tells the Members of the Board may employ various methods

First Method

The first method employed by the Members of the Board is just an ordinary one i e asking one question in the beginning and repeating that question in a different form at a later stage For example, once a candidate was asked some questions on political science and he replied that he did not have special interest in political science The Members asked him that he had that subject at his degree stage The candidate insisted that even at that stage he did not take much interest At a later stage in the interview one of the Members asked him that he was a good debater and he had won some prizes also He further asked him which type of topics did he prefer to prepare for debates He immediately replied that he always liked topics on political science When the Members reminded him that he had said earlier that he had not liked

political science, he tried to wriggle out of the situation by saying that by political science he meant politics But that was a very very lame excuse Consequently, the Members came to know that he cannot be consistent in his opinions

Second Method

Another method of discovering consistency is to ask the candidate questions relating to different subjects but involving the same basic principle For example, they may ask if the candidate liked utilitarian economics which recommends that the person should try to get personal benefit even if the others suffer Obviously, this question involves a moral principle Then they may ask if a political party is losing, is it good for the party to get the support of the opposition by offering some concessions or ministries to the members of the opposition Here also the question of morality is involved and if the candidate gives contradictory replies, he will be considered inconsistent with regard to his principles

Other Methods

Sometimes the Members of the Board also try to discover consistency in thinking by suggesting some replies themselves They may say "it seems that you are quite liberal chap and as soon as you become an administrative officer, you will have much reliance on your subordinates' Naturally as soon as the candidate finds that the members are touching his good points, he is flattered and accepts their suggestion unwittingly The next moment they may say that if any of his subordinates gave him wrong suggestion and he discovered that the suggestion was

wrong when he had taken the step, what would he do? Naturally, this type of the situation demands handling which should be consistent with the previous reply

Consistency in temper

Consistency not only in thinking and judgement but consistency in temper is more important Sometimes a candidate may give a false impression that he is very calm and quiet and takes the things as they come to him and not in an unruffled manner He might be talking to the Members in a free manner without having much strain upon his thinking But the next moment Members of the Board start criticising him, bitterly, he seems to be somewhat unnerved and emphatic in his reply At another moment he may become apologetic and talk to them in a manner that shows complete submission This does not mean that an officer is supposed to have the same type of temperament when he is tackling any situation but it definitely shows that the man can handle the situation properly if he remains in his normal self The moment there is a strong current of emotions, the man may be swept off his balance and he may not be able to say anything properly

Consistency in actions

Some years ago the Members of the Board for more than a week or so had been asking the candidates to prepare a cup of tea for them Naturally, their main purpose was to know whether the candidate can perform an odd job properly or how does he react to an odd job given to him In the case of some of the candidates they were also able to discover much consistency in their profession and actions The

Members had cleverly asked them right in the beginning that if they were given some odd jobs which might not suit their status or for which they might have no experience, what they would do Most of them replied, of course, being guided by the feeling that an officer should be capable of doing it that they would take the job happily But when they were asked to prepare a cup of tea, some of them seemed to be unnerved and others could not do it properly This shows inconsistency in their actions and professions

Sometimes within a span of 20 30 minutes the Members are shrewd enough to judge inconsistency in the actions of the candidate A candidate enters the room in a dignified manner walking elegantly and looking quite smart As the interview proceeds a little, the candidate seems to be disappointed and is extremely submissive It is generally noticed that one of the Members starts talking to him a little rudely whereas another talks to him in a very affectionate and polite manner and the candidate replies in a very polite and soft manner to the latter This shows inconsistency in his actions Similarly, the candidate may be inconsistent in narrating some of the facts of his life and may give an impression that he is distorting the facts

How to develop ?

If a candidate thinks that he can cultivate consistency a few days before interview, he is sadly mistaken He will have to work for it earlier The best method to become consistent in one's opinions is to have a few basic principles of conduct towards subordinates, equals and superiors Similarly, a few guiding principles regarding general conduct in life should be

kept in mind while giving replies otherwise the answers will be inconsistent and the candidate will give a poor impression to the Members of the Board Another method of becoming consistent is that one should try to be true to oneself instead of presenting anything in a false manner Instead of distorting the facts, he should speak out the truth whether according to his own judgement that truth is liked by the Members of the Board or not In other words, he should always try to tell the truth about his career, academic record, his performance, reasons for poor performance, etc otherwise it will not be possible for him to do well at the interview

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A Hamlet at Interview

Hamlet the wellk-nown hero of the tragedy written by Shakespeare stands for indecision in English litera ture "To be or not to be is the question"—is the most expressive speech of *Hamlet* as far as his character is concerned In the drama *Hamlet* while talking to his mother or his uncle—father behaved like a mad man and talked in an ironical manner giving greater depth to the meanings of his words But when we talk about '*Hamlet At Interview*' we mean a candidate who cannot have firm opinion and well considered views Such a candidate can never be a success at the interview because he will modify as well as revise his opinions from time to time His face will often be changed into a question mark and his language will show lack of logical thinking and smooth expression

In life if a person cannot take quick decisions correctly he, many times, misses opportunities which can never be recalled Indecision is generally supported as well as followed by a lack of determination and wider knowledge of life and its affairs A man who has passed through the different problems of life, can handle the situation judiciously and can also give a proper

direction to his activities But at the time of interview indecision with regard to one's opinions shows (1) that the candidate has not studied the subject properly and critically (2) that he does not have confidence in himself (3) that he cannot be persuasive (4) that it is not possible for him to be firm in his decision All of these defects are the negative factors as far as the development of personality is concerned

Manifestations of half-baked opinions

It is not difficult for interviewers to judge that the candidate is indecisive because there are outward manifestations of this psychological weakness One of the important manifestations is that the candidate while giving his own point of view might not be confidently assertive He may put forward his opinions in a very submissive and humble manner and may even prefix them with words like 'perhaps, 'I think so', etc But in all types of interviews the Members of the Board will not be satisfied by a simple reply They would try to probe a bit deeper Cross questioning by the Members of the Board will make the candidate's indecision the opinion of any Member of the Board This does not mean that the candidate should go on sticking to his own point of view even if he is in the wrong He should always give a well considered answer and for it he will have to have a good mastery of the subject It also needs discussion with his friends

Another manifestation of his indecisive nature is that he will try to adopt method of finding the golden means In some cases middle path may be the correct solution but as far as the opinions are concerned one should have a clear cut view Even while adopting the middle path one should be leaning towards one of the

extremes If a candidate says that some of the policies of the present Government are good whereas some of the policies of the earlier government were quite beneficial, he should betray some leaning towards one or the other viewpoint He should have the power of fine discrimination

Another manifestation of indecisive nature is over assertive statements That means the candidate will start talking in a manner as if he were extremely confident of his point of view but the moment he is asked another question, he fails to display the same assertive nature For instance, a candidate was asked about the difference between RSS & Jan Sangh He pointed out that Jan Sangh is the political wing of the RSS The reply was correct but as the Member of the Board asked him further why RSS and Jan Sangh are not merged the candidate could not answer properly So in this manner over-assertive statement gives a clear indication of the hollowness of the candidate with regard to his thinking

Types of Indecision

From the foregoing discussion it may be gathered that one of the important types of indecision is hastily-arrived conclusion or ill-informed opinion In such cases a little probing by the Members of the Board will clearly reveal that the candidate does not have a grasp over the subject and his immature opinions are because of the lack of grasp *Second* type of indecision is found in the candidate's indifference or poor response to the question put by the Members of the Board The candidate may fail to give a clear cut answer and may try to wriggle out of that confusion by either beating about the bush or by not showing any partiality to

any point of view This does not mean that in the case of all the questions put by the Members the candidate must answer in 'yes' or 'no' or he should try to take up a stand which can easily be supported by him It is definite that the Members would try to throw him off his ground by suggesting that his answer is wrong If that suggestion makes him to stand up or to change his opinion immediately he lacks firm decision and decisive nature *Third* type of indecision may be with regard to the lack of knowledge of the subject which has been taken up during the interview It is better for the candidate to show his ignorance instead of taking up a question about which he does not have much of knowledge The candidate should be clear in his mind that ignorance does not mean any type of unsuitability for the job If the candidate straight-away says that he has no knowledge of the subject, it shows his courage of conviction and also honesty in dealing with others So indecisive nature of the candidate may be of various types

Causes of indecision

There can be various causes of the indecisive nature of a candidate One of the causes is that the candidate has not been indulging in discussions with his friends or others Nobody can doubt that if a person discusses the problems with his companions it is not possible to have clarity of thought One can develop argumentative power only by practicising it from time to time Consequently indecision can also be the result of improper understanding of the subject If a candidate does not know much about the topic in hand it is not possible for him to answer the cross questions of the Members of the Board Only complete knowledge

of the subject in hand can help the student in answering the questions Another cause of indecision is that the candidate many times does not have good vocabulary and proper language at his command Consequently, he is unable to present his own point of view correctly Sometimes the answers may be the result of the lack of concentration It seems to be contradictory to say that at the time of interview the candidate can lack concentration, in fact some of the sensitive candidates become so puzzled that everything seems to be evaporating from their mind Though if they remain in their normal self they can answer those questions So indecisive nature of the candidate may branch out from various reasons

Remedy for it

It is not possible to suggest a remedy which covers all the causes of indecision But the candidates should adopt the following guidelines

(1) Whatever they read, they should try to understand properly After reading they should try to recall a few points and should also try to analyse the manner in which the writer has given his point of view

(2) After reading anything one should not take it for granted though at the same time one should not read to contradict or confuse He should try to understand the subject critically, examine the validity of the arguments of the writer and discover their relevance to the present times

(3) The candidate should also discuss the various problems, with friends or teachers He should ask as well as answer questions not for the sake of asking or answering them but for the sake of understanding

the subject properly The ideas of others should be taken with a supporting spirit and not at all with any enmity or dislike

(4) On current problems he should try to form his own opinions and in his own mind should discuss with himself the pros and cons of the problems before arriving at a considered opinion

(5) He should try to cultivate confidence by discussing his point of view with some other people and by also comparing and contrasting his personal views with others It is generally seen that those who take their personal opinion as the final and the best are never in the right Before reading the opinion of others they should have their own opinions

(6) Psychologically speaking candidate can remedy his half baked answers by presenting his point of view in a logical manner

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Personal Views and Interviews

No doubt personal convictions play a very important role in the intellectual life of an individual in the 20th century, yet these convictions should not have any role to play at the time of interview According to a layman's view an intellectual is bound to have personal convictions because whenever some ideas, movements as well as philosophy are examined one s intellectual make up determines the selection or modifications Similarly, nobody can deny that an intellectual cannot escape having a conviction otherwise the person is intellectually bankrupt One should not forget that one's own views are determined by a number of factors apart from intellectual kinship or affiliation One s views may be just prejudices because ones experiences may determine those prejudices Similarly, one s views might not be based upon logical working out of philosophy

Another important aspect of personal views which must be understood is if the personal views are opposed to the generally accepted opinions it is quite *dangerous to put them forward till they are logically* worked out and argumentatively supported This fact

becomes more pronounced and risky if the person is holding some political opinion Somehow or other it has come to be believed that whatever political opinions are held by the party in power are the opinions which have the sanction of law This is some-what unfortunate in the democratic world but it is a fact

Third aspect of the personal opinion is that a normal person loses patience, of course in proportion to the intensity of emotions with which he is attached to the personal opinion In such cases, the candidate may become extremely emotional while presenting his own point of view and may try to support his opinions in a manner that makes the whole argument confusing In the light of these remarks we are to examine what should be done with regard to personal views at the time of interview

Personal views and the interviewers

The Interview Board consists of intellectuals and experts in the different fields As such they have their own opinions This does not mean that they expect the opinions of the candidates to conform to their own opinions

As intellectuals they feel that the candidates can differ with them in a manner that they are able to argue out their point cogently Some candidates give their personal opinion in a dogmatic manner and assert their beliefs with the same enthusiastic dogmatism This is not a correct approach Whenever we try to pass on our personal opinions, we should always present them in a humble manner and try our best to disarm the other person of all types of critical judgements For this they must hold the attention of the Members of the Board for sometime with some illuminating

remarks Once a candidate was asked about novelist in English literature As he told that he liked Thomas Hardy, he was asked about *the latest book* about Hardy that he had read Moreover, he was also asked to give re ason for liking Hardy The candidate pointed out that he was the Evolutionary meliorist As one of the Members emphatically disagreed, the candidate immediately apo logised and said that perhaps he was in the wrong This approach is wrong because either the personal opinion should not be pointed out or it should be stuck to If a candidate feels that his views cannot stand the test he should not just point out that those are his emotional attachments *He should take up a different view if he cannot support his point of view correctly It should* not be illogical in any case It has been seen one or the other Member of the Board generally disagrees with the personal opinion of the candidate in order to dis-cover whether the candidate has come to his views by arguing with himself properly That is why they gene rally cross question the candidate

Personal convictions and national politics

As has already been pointed out, personal views with regard to political parties, political leaders or political decisions are quite tricky and dangerous at the inter-views Normally, the Members of the Board are wise enough to avoid political controversy but some-times while cross questioning the candidate, they find that candidate has unwittingly dragged them in political controversies For example, one of the candidates was asked about the difference between RSS and Jan Sangh, *but the candidate started giving his personal opinion* and pointed out that RSS was indulging into commu nal activities Clearly, there was no relevance of this

remark, though the candidate made this remark because he wanted to make his point clear Consequently, he betrayed his political leaning and did not seem to be impartial in his views I do not say that an officer is above political affiliations But it is necessary for an officer to be impartial in his opinions So political convictions some times, unnecessarily show that the candidate is a fanatic and would not be able to administer justice properly

Personal views based on insufficient information

It is generally said that intellectual fanaticism is more dangerous than religious fanaticism In the case of religious controversies one can easily judge that the man's opinions are coloured by staunch religious feelings but in the case of intellectual belief one cannot be so sure about the others' opinions If opinions are based upon insufficient information, they become all the more dangerous At the time of interview half baked convictions are quite dangerous The candidate will not be able to give a sufficient proof of his wide thinking and wider outlook He will prove that his outlook is narrow and limited and his views are limited and not liberal But some may ask how he can be sure whether one's beliefs are based upon sufficient information or not For this type of belief, one has to study the opinions of the experts in order to confirm or to have a correct idea of the problem One should try to discuss these matters with others in order to gather the opinions of others If a person is unable to gather these types of opinions it will be difficult for him to become cogent and plausible Half-baked opinions should always be expressed with a clear indication that one is not sure about them, that means they should gene-

Conclusion

Personal views at the time of interviews are neither to be unnecessarily expressed nor unnecessarily suppressed One should always show an intellectual interest in the affairs around us Opinions should be fearless and the expression of those opinions should be humble and proper One should not expect the others to swallow your opinions rather you should try to be reasonable and cogent Criticism from the Members should not damp your spirits if your opinions are based upon logic Illogical opinions should not have to be expres-

, For forming ones opinions one should not depend newspapers or upon the books which are im rather we should always try to examine in a critical manner We must bear those of Bacon in mind "read not to contra- , rather read "to weigh and judge"

rally be prefaced by 'perhaps' or 'only' etc

Opinions formed on the spur of the moment

Sometimes while discussing with the Member of the Board a candidate forms his opinion immediately and expresses them in a manner that he had formed them since long It is a wrong practice because one cannot form opinions in such a short time Moreover, one should have sufficient time to think over the opinions given by others so that one is able to have a clear view of the whole problem Sometimes the Members of the Board make some suggestive remarks and the candidate might be tricked by those remarks They may say that perhaps "you believe in socialism ' and the candidate may immediately reply, "Yes" or "No" If you have already clear cut views, you must express them If you are forming your views at that time it is better to take a middle course if it is possible to argue Simi larly, sometimes the Members of the Board may lure the candidate to express his personal opinions Expres sion of these opinions may some time show his pessimistic, cynical or optimistic and healthy outlook If at all personal opinions are formed and these sho uld be formed about certain current problems, one should always bear in mind that the opinions should be constructive as well as optimistic They should not reflect depression or extreme type of dissatisfaction with anything These opinions should also be based upon democratic outlook, critical view and proper understanding, do not forget that we should give even the devil his due We should not just criticise for the sake of criticism

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PART III

Interview Pitch

- Hobbies
- Subject of special interest
- Sports and extracurricular activities
- Academic career
- Personal affairs
- General awareness

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Interview Pitch

Introductory

The main purpose of the interview is to discover whether a particular candidate is suitable for a particular job or not This discovery involves the evaluation of the psychological make-up of the candidate, his aptitude and the application of mind to practical problems These depend upon many other factors which go into the making of a personality which is complex and somewhat abstract So for discovering these traits many methods are employed

A thorough examination of the thinking process and the bent of mind of the candidate yields much information which is needed The line of thinking differs in accordance with, what is called *fixed personality* and *flexible personality* Fixed personality gives us the fixed traits of character, which guide his thinking and actions, flexible personality makes us to assess the situation according to our ability, knowledge and capacity Our customs and traditions whether social or moral or intellectual tend to give fixed personality whereas our emotional reactions and new experiences give flexible personality The Members must know both the aspects because the decisions of an individual

depend upon both the aspects So they ask questions on a variety of topics Leaving aside the technical jobs for others they ask questions about (a) hobbies, (b) subject of special interest, (c) sports, extracurricular activities, (d) academic career, (e) some personal affairs, (f) general awareness Thus the interview-pitch is quite long and one has to work hard to get runs

Hobbies

Hobbies show the inclination of the candidate No denying the fact that all the hobbies are meant for employing the spare moments and as such all of them are useful Similarly pursuit of hobbies shows a heal thy state of mind irrespective of the type or hobby one pursues The question arises what conclusions the Members derive by discussing hobbies with the candidate

Taking interest in hobbies means that it is the inclination of the person, he has not been forced by extraneous pressures to adopt it Anything which is done because of the natural bent of mind will be done properly Moreover the doer will study the whole thing with a curious and constructive outlook On the other hand if a person does not take active interest in hobbies he cannot be interested in any other thing So the Members by asking questions about the hobbies want to know whether the candidate's thinking is constructive, curious and healthy or not A frustrated person will not take interest in anything, he will be jealous of others and destructive in behaviour Similarly some people are inerts and remain in their own world and under their own illusions and so cannot take inteinterest in hobbies So the hobby pursued by the candidate may be any but the interest taken by him

should be active and enthusiastic

What shape do the questions generally take ? Once the Members come to know about the hobby of the candidate they ask various questions about that hobby The conversation may take the following shape—

Member—How do you spend your spare time Mr Suri ?

Candidate—By reading newspapers

Member—This means that reading newspapers is your hobby

Candidate—No sir, my hobby is bird watching

Member—Where do you go to watch the birds ?

Candidate—To Sukhna lake, Sir

Member—Which are the earlier birds to come to the lake as soon as the winter sets in

Candidate—Mallards, Sir

Member—You must be interested in the habits of the birds also

Candidate—To some extent, Sir,

Member—Do you think birds behave in an abnormal manner during solar eclipse ? Why do they behave abnormally ?

Candidate—During the solar eclipse in 1979 some bird watcher studied their behaviour and found their activities somewhat abnormal They think that perhaps birds are frightened by sudden darkness They have not been able to prove conclusively that birds have sixth sense to know something more than what the human beings know

Member—There is one Indian who is considered to be the most skilled bird watcher in the world What is his name ?

Candidate—Salim Ali, Sir



The oonversation shows that the Member wants to know the intensity of interest that the candidate has for his hobby

If a candidate is not pursuing hobby it is better to show ignorance than to concoct some He should know the various aspects of the hobby properly He should collect information about (a) the details of the different aspects of the hobby, (b) the mames of the important persons associated with that, (c) the latest happenings about that

If the candidate tells the Members of Board that he is interested in games they may ask him about the particular game in which he is interested Then they may also ask him about some of the important players of the game—of course the players of the past as well as of the present Sometimes they do ask the technicalities of the game also They may give him a situation in the game and ask him to give his own opinion about that Generally these types of questions are asked from those who have opted for I P S The various questions about the game might not be restricted only to the technicalities or to the names of the players, rather the area of discussion might be increased by making the candidate to come to the critical evaluation of certain situations They may ask him about his plan for making India an important country in the field of games Then they may examine the practicability of his suggestions and try to discover whether his approach is critical or not

Sometimes the hobby of the candidate may be to sing songs or to imitate some leaders In such cases the Members of Board may even ask him to sing one or two lines or to immitate one or the other leader In

fact this has actually been done by the Members of Board in the case of a few candidates The purpose of this is not just to get amusement out of it but to know how far the claims made by the candidate are correct They also want to verify whether the candidate has pursued his hobbies sincerely or not because for an officer sincerity of purpose is extremely necessary About singing they may ask some technical questions also regarding classical songs, folk lore, etc They may further ask about Indian music and may like it to be compared with the Western so on

Another hobby which the candidate generally talks about is discussion with the friends or taking part in debates or declamations Here also they generally ask the candidate to tell them about characteristics or good declamations They may also ask him about the different things which a speaker would keep in mind while participating in these From his way of speaking and the way of presenting his point of view the members can easily gather much about his interest in those hobbies

Some candidates would like to say that they have no hobby at all Even this type of a beginning makes them to initiate purposeful talk They would ask him how he spent his spare time They would further like to know how a person, who does not have any hobby, can keep his interest in life alive They will say that a person cannot study all the time and cannot think of his personal affairs only, he will have to take interest in some of the activities

Generally the hobbies which the candidate of this standard have are of intellectual type So most of the candidates say that either reading books or reading newspapers is their hobby About the newspapers

they generally ask about their preference for a particular newspaper and the reasons for that preference If the candidate says that particular newspaper gives the news as well as the views in an objective manner the members can ask him questions of two types—either they will take him to ethics and rules of journalism or they will ask him about the current views and his personal evaluation of those current views Naturally in both the cases they will go on asking questions and cross questions Sometimes about the news papers they may also ask that how the candidate had expressed his views about a particular problem if he had been editor of the newspaper This question needs a better understanding of the problem and also a better view of the whole affair They may also ask something about News Pool Agency and also some thing about the ethical code which has been given by the working journalists They may also ask him to comment upon the responsibilities of the press and also whether the Government should have a control over the press or not So clearly if a candidate decides that he is to give newspaper reading as his hobby he should prepare all of these aspects of the problem

As far as the reading of the books is concerned, the candidate may be asked about the latest book that he has read After that the Members of the Board may start examining those views a bit critically They may further ask if the book which he has read is a correct appraisal of the problem or not For example, if a candidate says that he has read "Freedom at Midnight" the Members may ask him whether the point of view given by the French writers is correct or not They will also ask him about his presonal views regarding the role of Earl Mountbatten in the emergence of free

India If a candidate tells something about the novels he has read then the question may be more critical and probing For example, the members may ask about characterisation, plot construction or any other quality of that particular writer About the reading of the books they can ask him about the number of the books that he has read during the last one year If the candidate gives a list of a few books he would also try to form an idea of the variety of interest that he is having in the different problems of life

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Subject of Special Interest

As has already been pointed out interview at IAS and other levels are not just an assessment of the physical aspect of their personalality Rather it is an assessment of their intellectual calibre also A method which is generally employed for this purpose is either to ask questions on current affairs and probe the candidate's knowledge little deeper or know something about their special interest in a particular subject *Those candidates who have done post-graduation in* one or the other subject are generally asked questions on the subject of their special interest So the candidate should be *quite well up in that subject and* should make a special preparation for the interview

It is very difficult to lay down any cut and dried rule for recommending any particular subject to the candidate In fact one or the other Member of the Board is definitely a specialist in one or the other subject This does not mean that the candidate should straightaway say that he has no interest in any subject because even this answer does not show the healthy attitude of the candidate towards his studies and academic pursuits While selecting the subject if at all a candidate has to

select, one must be guided by one's knowledge of the subject and one's capacity to master it properly In variably the Members of the Board even ask the candidate of his special interest in any particular chapter or aspect of that subject About this the candidate should be very particular For example a candidate who had done post-graduation was asked about his favourite writer The obvious question which followed was "why did he like that writer?" This is the easiest initiation to a purposeful talk Then he was asked about the latest books which he had read on the subject and also something about the contents of those books Then he was also asked to compare that writer with many others Similarly, a candidate who had done post graduation in polititical science and had named International Law as the subject of his special interest was asked many questions about it He was asked about the foreign policy of India and the modifications which the present Government has made and how those modifications were going to serve the interest of the country Another candidate who was M A in political science, and who gave ancient and modern thought as the paper of his special interest the Members of the Board asked him about the relevance of Communism or Gandhism today They also asked him about the practicability of Gandhian thought Students of science particularly those who have done post-graduation in physics are asked questions on astrophysics or some other latest development in that science Similarly, students of Biology are asked something about gene and some other allied developments From the trend of these questions, one can easily gather that the Members of the Board have three motives

(a) Whether the knowledge of the candidate is sound
(b) Whether he studied the subject with a wider perspective
(c) Whether he has the capacity to answer the questions briefly and cogently

So these are the three things which should be kept *in mind by the candidate for his interview*

This type of cross questioning is meant to discover if the candidate has self-confidence So one or the other Member of the Board might dispute the contention of the candidate or make some gestures or remarks which may prove that the candidate is not confident of his views Whatever the candidate says he should be sure about it Otherwise it is better to show his ignorance though he cannot show his ignorance every time If a candidate makes a wrong statement and realises it later on, it is not enough to say "I am sorry, Sir, I was in the wrong" and this does not imply that even when a candidate is wrong, he should go on persisting, rather he should just try to admit his mistakes though this type of admission gives a poor impression of candidate's knowledge. If some of the questions are not clear, he should ask the members to make them clear instead of taking a plea that he has not been able to understand the question. He should always try to grasp the questions and then answer them

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Sports and Extra-curricular Activities

Another topic regarding which a number of questions are asked is extra-curricular activities including sports For particular categories of jobs preference is given to the sportsmen In such cases outstanding performance of the candidate is taken into consideration But for other jobs sports falls under the category of general awareness In such cases they do ask questions like

(1) How many players take part in this game
(2) Which country got the gold medal for this game in olympics this year ?
(3) Who is the most distinguished player of India or the world in that particular game ?
(4) Why do you like that game ?
(5) What do you mean by this or that term associated with that game ?

Similar is the case with extra curricular activities If a candidate happens to be a debator they may ask him

(1) Which is the most important quality of a good debator?

(2) What technique should a speaker employ to impress the audience ?

(3) In case the debator is hooted by the people what he should do ?

(4) Are gestures necessary for a debator ? If so why?

(5) Have you read Dale Carnegie's book on "Public Speaking ?

If a candidate has been taking part in dramatic or such like activities they may ask

(1) If you join Administrative Services how will you utilise this historionic talent of yours?

(2) While playing a particular role have you to tune yourself psychologically? Do not you think that such tuning will do a lot of harm to the psychology of the actor after some time ?

(3) Actors start acting in life also and this trend is dangerous Do not you think so ?

(4) What type of role have you been playing ?

(5) Upon what depends the success of a dramatic performance ?

(6) Has the theatre been replaced by cinema ?

(7) What is the significance of these type of activities for an educational institution ?

10

Personal Affairs

Private life of a person reveals the real self of man For building up a public image a person may adopt artificial behaviour and his real self may never be revealed In handling personal affairs emotionalism, reason and various psychological moorings combine in order to generate a complete thought current That is why many a time the Members of the Board ask questions concerning personal life

In interviews for the recruitment of army officers they invariably ask questions regarding the love affairs of the candidate but this is not the case with interviews for higher competitive examinations The questions cover (a) plans about the future, (b) one's relation with one's friends, parents and others, (c) one's suitability for the job, (d) something about one's interest in the work, (e) what has the candidate been doing after graduation, (f) personal views regarding some problems

With regard to the future-plans they generally ask a tricky question They ask "If you are not selected what will you do ?" The question undermines the self-confidence of the candidate and if he is sensitive,

the process of his thinking is also affected Some candidates get worried and ask a counter-question, "Have I not done well sir ?" This is a foolish question and shows that the candidate has lost con fidence Possibly the best reply to the above men tioned question is "I have not thought about it so far"

About friends or other relatives they do not ask a direct question but the questions emerge out of the discussion Once a question was asked, "If your friend betrays, what will you do ?" The candidate foolishly replied "I will patch up my differences" In fact if a person betrays, one should be very cau tious about him because by winning confidence a person can cheat another but only fools allow them selves to be cheated second time

Sometimes they straight-away ask "What qualities do you have for considering yourself suitable for the job ?" In some cases the candidates have to write a paragraph or two about it and submit along with the application The candidate has a temptation to indulge in self praise The main aim of asking this question is to know the psychology of the candidate and to know whether the candidate knows about the requirements of the job

Some, who are already in service, are asked ques tions about their work also A lecturer, when called for I C S or Bank Officer's etc interview, is invari ably asked (a) Which chapter or book has the can didate been taking up with the class ? (b) How has he explained a particular topic to the students ? (c) How can his talent for teaching help him in his new assignment Sometimes they ask more questions about the topic the candidate is taking with the class

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General Awareness

General awaraness is a very comprehensive phrase covering the knowledge of current affairs, power of observation and awareness about the surroundings By power of observation we mean that the candidate should be wide awake while going anywhere or doing anything By awareness of the surrounding we mean that he should know about the social and economic conditions of the people living in the state or village to which the candidate belongs

The questions on current affairs are asked not to gather the candidate s knowledge of the current affairs but to know whether the candidate has studied the topic critically or not Once a candidate was asked "If you are the head of the delegation, which is to discuss 'Water dispute with Bangladesh what arguments you would give" The question demands a thorough knowledge of the subject and constructive thinking Similarly another candidate was asked "What steps would you take to bring about communal harmony in India" So some important current pro-lems should be studied properly

An intelligent person should have a very good

power of observation A candidate may be asked (i) What peculiar thing did he see while coming to the interview room ? (ii) What was the number of the taxi by which you came? A candidate should be wide awake all the time

Concluding Remarks

Asking questions about the state or the village has assumed greater significance during the last few years The questions relate to (i) the policies of the government of that state (ii) customs and traditions of that state (iii) peculiar features of that state (iv) suggestions for improvement The problems of the state should be studied thoroughly

Above mentioned are the areas which are taken up at the interview It is not necessary that questions about all the topics may be asked As has already been pointed out that the discussion may take any course and the questions will depend upon the slant which the discussion gets Preparation for interview will be meaningful if these topics are thoroughly prepared

PART IV

Interview Milestones

- Initiation
- Discussion
- Resume

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Initiation

First type of Initiation

The first method of initiating the talk with the candidate is that the Members of Board generally ask about his personal interest and particularly about his hobby Generally the hobbies which the candidates of this standard have is of intellectual type So most of the candidates say that either reading books or reading newspapers is their hobby About the newspapers they generally ask about their preference for a particular ...wspaper and the reasons for the preference If the ...ate says that newspaper gives the news as well views in an objective manner the members can ...s of two types—either they will take ...rules of journalism or they will ask ...views and his personal evalua...ws Naturally in both the cases ...questions and cross-questions ...spapers they may also ask ...expressed his views about ...d been editor of the news- ...a better understanding of ...view of the whole affair



18

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They may also ask something about News Pool Agency and also something about the ethical code which was given by the working journalists They may also ask him to comment upon the responsibilities of the press and also whether the Government should have a control over the press or not So clearly if a candidate decides that he is to give newspaper reading as his hobby he should prepare all of these aspects of the problem

As far as the reading of the books is concerned, the candidate may be asked about the lastest book that he has read After that the Members of Board may start examining those views a bit critically They may further ask if the book which he has read is a correct appraisal of the problem or not For example, if a candidate says that he has recently read "Freedom at Midnight' the Members may ask him whether the point of view given by the French writers is correct or not They will also ask him about his personal views regarding the role of Earl Mountbatten in the Emergence of Free India If a candidate tells something about the novels that he has read then the question may be more critical and probing For example, the Members may ask about characterisation, plot construction or any other quality of that particular writer About the reading of the books they can ask him about the number of the books that he has read during the last year If the candidate gives a list of the few books he would also try to form an idea of the variety of interest that he is having in the different problems of life

Initiation talks can also be made with some particular hobby If the candidate tells the Members of Board that he is interested in games they may ask him

about the particular game in which he is interested They may also ask him about some of the important players of the game—of course the players of the past as well as of the present Sometimes they do ask the technicalities of the game also They may give him a situation in the game and ask him to give his own opinion about that Generally these types of questions are asked from those who have opted for I P S The questions about the games might not be restricted only to the technicalities or to the names of the players, rather the area of discussion might be increased by making the candidate to come to the critical evaluation of certain situations They may ask him about his plan for making India an important country in the field of games Then they may examine the particability of his suggestions and try to discover whether his approach is critical or not

Sometimes the hobby of the candidate may be to sing songs or to imitate some leaders In such cases the Members of Board may even ask him to sing one or two lines or to imitate one or the other leader In fact this has actually been done by the Members of Board in the case of a few candidates The purpose of this is not just to get amusement out of it but to know how far the claims made by the candidate are correct They also want to verify whether the candidate has pursued his hobbies sincerely or not because for an officer sincerity of purpose is extremely necessary About singing they may ask some technical questions also regarding classical songs, folk lores, etc They may further ask about Indian music and may like it to be compared with the Western music and so on

Another hobby which the candidate generally talks about is discussion with the friends or taking part in

debates or declamations Here also they generally ask the candidates to the tell them about characteristics of good debate or good declamations They may also ask him about the different things which a speaker would keep in mind while participating in these From his way of speaking and the way of presenting his point of view the members can easily gather much about his interest in those hobbies

Some candidates would like to say that they have no hobby at all Even this type of a beginning makes them to initiate purposeful talk They would ask him how he spends his spare time They would further like to know how a person, who does not have any hobby can keep his interest in life alive They will say that a person cannot study all the time and cannot think of his personal affairs only, he will have to take interest in some of the activities

Second type of Initiation

Sometimes they initiate the talk by just reading out the data which the candidate has given in his application They would ask about certain aspects of it For examp le, if a candidate has been taking part in extra curricular activities they will like to know about the different types of activities in the colleges and the universities They may ask about the technical aspects of those and also about the organising of those activities In other words they will try to gather something about the views of the candidate regarding the organisation of these activities in the universities and colleges This type of dialogue may also be rounded off with discussions regarding political and other affairs of life

Third type of Initiation

The most important method of initiating the talk is generally the current affairs They ask the candidate about the latest national or international problem After that they go into the details of that problem and want to know about his own suggestions For example if a candidate says that South Rhodesia is one of the problems of the world at present they would ask him about the solution which he would like to suggest They may also ask why the people of South Rhodesia did not accept the solutions given by the Great Britain In other words they may ask him to comment upon the various stages of the development of this problem There is a possibility that they may ask the candidate to tell them something more about Africa and other problems of the African continent As far as the national problems are concerned they would like to see if the candidate can view it in the correct perspective or not Even if he is not a student of economics he is supposed to know the economic problems of the country from the various points of view He should also be able to understand political problems In other words if the candidate says that the most important national affair is the amendment of the Constitution, they would ask him about some of amendments and also the purpose of making those amendments Then they may ask *him in general whether the amendments to the Constitution* should be made or not They may further ask if the candidate himself liked those amendments or not They may ask his views regarding the criticism of the foreign press regarding amendments All of these things will give them an idea whether the candidate is interested in those problems or not

This is the most commonly adopted method of

initiating the talk between the Members and the candi date So a candidate is supposed to know critically about the recent problems confronting the country and critical understanding of that problem is also a must

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Discussion

Coming to the practical side of the interview we may say that once the question-answer business begins it continues in a manner that gives important information to the Members of the Board This conversation is purposeful and is conducted in a very clever manner by the Members of the Board Generally they begin with either the main subject of the candidate or with the subject that he likes the most or with the current national and international affairs They ask the questions on the subject in a manner that the practical aspect of the subject is focussed For example if they talk about Indian history they may just ask about the administrative system of the Mughal Emperors and ask the candidate to consider its relevance in the modern times Naturally the latter part of the question will help them to evaluate the candidate's intelligence and its application to the practical problems Similarly, if they ask some questions on political science they will just ask the candidate to explain Rousseu's General Will in the context of the present day affairs About English literature they may ask "Why is the 20th century called the age of prose

and reason"? They may further ask that what conditions social and political make the writers to take up prosaic approach towards literature? Similar is the case with the science subjects For example while interviewing a candidate who had taken up Astro physics they asked about the application of this branch of science in the modern times

But this is just an initiation into a meaningful dialogue Then the Members of the Board start cross questioning the candidate but their purpose is not that of a lawyer who tries to elicit information out of the witnesses Their main aim is to discover the depth of knowledge and the critical understanding of the subject So more important from the point of view of the Board as well as the candidate is that the questions which follow should be answered correctly and should give an idea that the conception of the candidate is quite clear and to the point This clarity of thought will give an impression to the Members of the Board that the candidate understands the topic in hand properly This does not mean that if the candidate is ignorant about any particular aspect he should try to hide his ignorance The candidate should always be frank in making confession of his ignorance though it should not be a confession of total ignorance That simply means if the candidate again and again says that he does not know about that topic the Members take a serious view of his ignorance This also does not mean that the candidate should try to bluff the Members because bluffing can easily be discovered

Sometimes the Members of Board in order to know something about the confidence of the candidate would try to disagree with his point of view Not only this they may say in an emphatic manner that the candi-

date was incorrect In such cases a candidate must be sure of what he says and he should not only talk with confidence but should also remain quite conscious of what he has said He should be prepared to defend his own point of view if the topic in hand is a controversial one His arguments should be based upon intellectual and scholarly appreciation of the topic It should not be just a haphazard approach to the problem

Another point to be borne in mind is that a candidate will have to show poise and confidence while talking to the Members of Board He should not stray away from the main topic and should try to concentrate his attention upon the most important aspects of the problem because straying away from the question would invite more trouble as they may diversify the scope of discussion In this case the candidate will have to show greater awarness of everything that happens around him and that a well read and intelligent person is supposed to know

At the time of initiation of the talks sometimes the candidates foolishly ask some questions eliciting views of the Members themselves Normally the Members of the Board will try their best to restrict the candidate to himself Sometimes the candidates start praising one or other political leader unnecessarily Similarly at another time he starts using some epithets like "Learned Members", "Great scholars like the Members", etc These types of epithets do not elicit much credit for the candidate, rather that shows more or less a slavish type of mentality and one-sided view The candidate is supposed to be quite aware of the problems and that awareness should be intelligent and critical The candidate is supposed to address the Members in a

respectful manner i e by generally using the word, 'Sir'

Another problem concerning this discussion between the Members and the candidate is that while one Member is discussing some problem with a candidate another Member starts asking another question This is done with a definite purpose i e to see whether the candidate can have clarity of thinking even in such circumstances The candidate is not supposed to say "Wait for a minute, Sir , rather he should keep the question of the second Member in mind and answer as soon as he finishes the first one

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Resume

As soon as the discussion ends the candidate is asked to write a *resume* The candidate is supposed to give a summary of the conversation between the Members and the candidate But it differs from a summary in many respects (a) in the latter the spirit of the passage must be captured but not in a *resume* (b) the subtleties of tone are not to be given in the *resume* (c) the order of the point may be changed in the case of a summary (d) lastly *resume* will be in the first person whereas precis is in the third person

All the formalities observed by the candidate as he enters the room or takes his seat are not to be given in the *resume* The candidate should begin the *resume* by saying, "After taking my seat discussion on such and such topic started "

While jotting down the arguments one should stick to the order in which the questions were asked One should not change their order because in that case the context of the different arguments may undergo a change In the case of discussion questions originate from the replies so each question is to be placed in its proper context It will be easier to recall these

points if one recalls them in their chronological order A candidate can also divide them under different heads and to each he can devote one paragraph For example he can write one paragraph on educational career, another on extra mural activities, still another on subjects of special interest

The candidate should not mention the names of the Members even if he knows He should write 'the Board asked' Similarly instead of saying, "I replied", say 'I opined' or 'I submitted' etc

Resume should be very honest narration of the discussion Nothing should be added, nothing should be subtracted, nothing should be commented upon The questions or answers should not be distorted

Resume should be coherent and consistent The whole discussion should give an idea of completeness about it Nothing should distract the attention, unnecessary explanation should not be given Remember, a candidate gets only a few minutes for writing it so language should be precise



PART V

General Tips for Interview

2

General Tips for Intervie

In the following pages we are giving some general tips which are to be borne in mind by the candidate while attending interview

Firstly, the dress of the candidate should not be such as may make him an odd person Some candidates get some newly stitched suits as they go to attend the interview and they seem to be feeling somewhat uncomfortable because they are not accustomed to that type of dress This does not mean that a candidate should go to the Board in a casual dress He should always wear a dress which suits an educated person If he generally wears a suit then he should definitely go in that very dress But one should keep in mind that the colour of his suit and tie etc should not give an impression that your selection is just boyish You should not forget the dictum "Apparel maketh a man" The selection of the different shades be guided by sobriety and also maturity Dress should not be old fashioned but at the same time it should not be too modern as to suit only the boys in their teens

Second, important thing is that whether a candidate should have long hair or not The basis of presenting

oneself before the Board is that one should have a general bearing of a type that gives an impression of sobriety Naturally keeping long hair would never give an impression that the candidate is scholarly type of candidate They may not like wearing long hair but these types of odd things generally give an impression that the candidate is whimsical

Third, thing is that the candidate should enter the room in a dignified and proper manner He should close the door behind him and should not look upon the ground or stare into the eyes of the Members of the Board He should walk at a normal pace but should not put his hands in the pockets of the pant or the coat As soon as he approaches the table he should wish the Members of the Board and should also wait for their permission to take the seat But sometimes the Members of the Board knowingly get busy in purusing the data of the candidate and the candidate may be unduly delayed for taking the seat In such cases it is better to ask for the permission than to look vacantly at the Members of the Board In the chair he should try to feel comfortable and should never try to toy with a button of his coat or to put his hand upon the table, etc He should be in his normal self and should answer the questions as if he were answering to a group of friends who want to talk to him from across the table He should not become unduly emotional and assertive while emphasising his own point of view While answering the questions he should try to look particularly towards that Member of the Board who is asking him the question While showing some of the certificates he should be quite clever in finding a proper opportunity for presenting those papers He should not be in undue haste for putting

the papers on the table If he notices that the Chairman is not taking much interest in those papers it is better for him not to show more certificates

Fourthly, A candidate is supposed to feel at home in the company of the Members of the Board This simply means that he should always be quite calm and composed while answering the questions. Each of his answers should not come as a retort, rather it should be well considered and thaught out answer given in a serious and sober manner.

Fifthly, While coming out of the room he should close the door He should not walk up to the table or from the table in a manner as if he were taking part in some parade There should not be any affectation and show in his behaviour He should walk in a normal manner and talk in a normal manner There lies the greatest secret of success at interview

Sixthly, While discussing try to clinch the issue instead of provoking more questions from the members In other words the candidate should not enter into details or digressions.

Seventhly The candidate should not avoid looking at the Members Sometimes the candidate may adopt this tactics to conquer his own shyness or weaknesses This does not mean that he should stare at the Members He should be in his normal self

Eightly, Just before the interview one should divert one's attention from the hazards of interview It is better not to discuss the problems with the other candidates Moreover he should not go on thinking about the interview.

*Ninthly,*One should be respectful in tone and sophisticated in language One should never give an impression of rudeness, stubborn nature and indifferent attitude

Lastly, One should not conceal one's ignorance If a candidate makes a frank confession he shows moral courage to face facts

PART VI

Actual Interviews

22

Interview for Bank Probationary Officer

This is the actual interview of Mr A M Chauhan, P O , S B I , Gorwa Road Baroda He was selected for the post and is working as Probationary Officer

Cand (*Entering with a natural smile*) Good morning, Sirs

Committee of Members Yes, Good Morning

Chairman You are Mr Chauhan ?

Cand Yes sir

Chairman Please take your seat

Cand Thank you, sir

Chairman Where are you coming from ?

Cand Sir, I come from Palampur It is about 65 km north of Ahmedabad

Chairman (*looking to his papers*) You have written some book ? Please show me

Cand Yes sir, I have written 'Mathematics of Life Assurance' But I'm sorry I have not brought a copy with me However, sir, if you want it I shall send a copy afterwards

Chairman Can you give the scheme of the book ?

Cand Sir, it consists of about 125 pages, divided into

two parts The first part has four chapters namely (1) Interest, (2) Amenities, (3) Sinking Fund, (4) Probability The second part has six chapters namely (1) Morality Table, (2) Assurance Benefits, (3) Temporary & Life Amenities, (4) Premiums & Commutation Functions, (5) Valuation & Policy Values, and (6) Yield from Insurance It is a book of solved problems

Chairman You are employed in L I C of India What are you doing there ?

Cand I am a clerical assistant

Chairman Why do you want to leave L I C ? You have put in about nine year's service

Cand The promotional avenues are very few there

Chairman Why ? You have passed some examinations also What is this F F I I ?

Cand Sir, these examinations are conducted by the Federation of Insurance Institutes, Bombay FFII means Fellowship of this Federation Before the Fellowship there are Associateship and Licentiate examinations This is similar to C A I I B examination in Banks

Chairman (smilingly) Then you can become Chairman of L I C !

Cand (merrily) No sir, I shall retire before that The promotion policy is such that before retirement, I can hardly reach up to Branch Manager's cadre See, my next two promotions will be in Class III itself

Chairman What do you think of this Bank in this regard ?

Cand (smiling again) According to my information, I can reach up to Regional Manager's cadre

Chairman You have graduated with which subjects?

Cand Sir, I am B A in Economics, History & Politics

Chairman See, you are a man of statistics Tell me what is the population of India?

Cand It is about 60 crores, Sir

Chairman At what rate it is increasing?

(To this I was calculating in my mind But I jumbled as to the figures of 1971 census Was it 40 crores or 40 crores? This took a little time)

Chairman All right, I am giving you three figures 2%, 5% and 7% Tell me which is nearest to the truth?

Cand *(Here I did not know the exact answer I was about to speak 5% But somehow I got over this temptation)* Sorry Sir, I don't know I only know that a population equal to that of Australia is added every year

Chairman What is the population of Australia?

Cand Sorry Sir, I don't know that also

Ist Mem Mr Chauhan, you have graduated from which university?

Cand Sir, I am B A of Sri Venkateswara University, Tirupati, Andhra Pradesh

Ist Mem You normally reside in Gujarat, isn't it?

Cand Yes sir

Ist Mem Then why did you prefer this University?

Cand I was an external candidate there I had already passed my pre-university science So by joining S V University, I saved one year

Chairman You wrote your examination there at Triputi or you wrote it in Gujarat?

Cand I went to Triputi twice for my examinations Firstly for B A Part-I and secondly for the final examination

Ist Mem Is this your first attempt for P O 's test ?
Cand Yes sir
Ist Mem Why do you make such attempt at this advanced age ?
Cand Sir, I was at Palanpur which is my native place I had economic problems Now I am stable on that count So I ventured
Ist Mem So you are lucky, otherwise next time you have become overaged
Cand (*I was to differ from him on 'lucky' but*) Yes sir !
Ist Mem You are from L I C Tell me what will be the premium rate for a person of your age—say for an insurance of Rs 20,000 ?
Cand It will depend upon the type of insurance—whether Whole Life or Endowment or Anticipated etc However for an Endowment Insurance of 20 years I shall have to pay a premium of about Rs 1000/- per year
Chairman What will be the yield on insurance ? Will it be more than what the Banks give ?
Cand If we speak from investment point of view, it will be much less than the banks
Chairman Suppose you want to invest some money What will you prefer—Bank or L I C ?
Cand I consider insurance one of prime needs after the basic needs However if I am adequately insured and the question only relates to investment yield I shall prefer banks
Ist Mem You prefer banks ?
Cand (emphasising) Yes sir
Ist Mem You must be knowing the basic factors on which premium rates are based
Cand Yes sir, premium depends on one's age, term,

prevailing rate of interest and expenses

Ist Mem Now-a-days mortality has improved and rate of interest has gone high Don't you think that there is a case of decrease in premiums ?

Cand Yes sir, there is surely a case for decrease in premiums In fact in case of without profit policies the premiums were decreased before some time and in case of with profit policies they say that they would rather increase the bonus I shall mention another point also Though the mortality has improved and interest rates have gone up, the expenses have also increased This acts in another direction

2nd Mem Mr Chauhan, you had good percentage in your S S C, then why did you not join college ?

Cand I had joined college I completed my pre-university science and was admitted in Engineering When I was in the second year of this course my father fell ill He was then the only bread winner in my family I am the eldest son of my parents So I had to start tuitions to send money to them This affected my study adversely and I had to leave it

2nd Mem You joined service after that ?

Cand No Sir, Immediately I had to stay at home to look after his health and business of shop-keeping When he recovered I joined the service as a Telephone Operator After one year I joined L I C and since then I am there

2nd Mem What are your views on prohibition ?

Cand I think it will not be successful

2nd Mem How can you say so ?

Cand I am from Gujarat There is prohibition there However, I know that liquor is openly sold and consumed at several 'addas'

2nd Mem Mr Chauhan, you think for a moment Let us not talk about the rich people And if the administration and police are efficient and not corrupt, what you think of poor people ? Will they be benefited by prohibition ?

Cand (*thinking for a while*) If it is so, the poor people will definitely be benefited

3rd Mem Will you please tell me when Banks were nationalised ?

Cand In 1969, sir

Chairman (*sarcastically*) You must have read it somewhere

Cand No sir, I have lived that age

3rd Mem When banks were nationalised why all these banks were not merged to form only one bank, just as we have one Life Insurance Corporation ?

Cand (*thinking for a moment*) I don't know the exact reason However, I shall say that such a big bank would have been unmanageable Secondly all the banks might have their separate functionary procedures

3rd Mem You belong to a Scheduled Caste Do you notice any discrimination in your day to day practice ?

Cand Though it is vanishing in cities, but in towns and villages it is very much there Say, when we have to hire a house on rent some people will be reluctant to allow us Even among my friends also, when I happen to visit their houses, the elderly people will object to my entrance in

particular rooms I am of the opinion that removal of such feelings will still take much time

4th Mem Mr Chauhan, you are writing articles in some magazines ?

Cand Yes sir, I am used to write short stories in Gujarati

4th Mem How many of them are published ?

Cand About twenty-five

Chairman How did you start writing ?

Cand I had the instinct since my school days So during service period when I found time at home I utilised it this way

4th Mem In which magazines are these stories published ?

Cand Aaaram, Chandani, Gansatta—a daily, Sheerang etc

4th Mem Any story in 'Kumar' ?

Cand Yes Sir, my one story was published in 'Kumar' also

4th Mem Do you know a Gujarati writer who received Sahitya Akademi Award ?

Cand Yes Sir, Shri Umashankar Joshi received it for his 'Nishith, which is a collection of poems

4th Mem Do you think that Mr Joshi has other better works than 'Nishith' ?

Cand Sir, at times I read poetry, however my interest is limited to prose Mr Joshi has prose works also, but his main sphere is poetry So I cannot reply your question with precision

4th Mem Do you know what is 'Haiku' ?

Cand Yes sir, it is just a flash—a poetry written in about 17 letters It comes from Japanese literature

4th Mem (*looking at the Chairman*) Yes from

Japanese literature

Chairman Do you know how many spokes are there in Ashok Chakra ?

Can Twenty four, sir

2nd Mem Who signs one rupee note ?

Cand Secretary Finance Department, Govt of India

Chairman Thank you Mr Chauhan, you can go now

Cand Thank, you sirs

(*While making exit I looked back, but all were busy in writing*)

23

S B I P O's Interview

Name P C J Chakradhara Rao
Qualifications B Sc B L Dip in P M
Age 23 years

My actual interview for the Post of Probationary Officer State Bank of India was held on 10 06 1980 at 12 A M local Head Office State Bank of India Hyderabad I got selected as P O and alloted to Hyderabad Circle of State Bank of India

Appearance White Shirt tacked with pink colour pant with Red Tie

There are in all 4 members in the interview room

Ch Chairman
LM Member seated on left side
RIM Ist member seated on Right side
RIIM 2nd Member seated on Right side
Can Candidate

Can Namasthe to you all, Sirs

Ch Namasthe ! Are you Mr Chakradhara Rao ?

Can Yes ! Sir

Ch You are a law graduate of Sri Venkateswara University Tirupathi

Ch Have you heard about the recent Supreme Court Judgement on constitutional amendments ?

Can Yes, Sir, The full bench of Supreme

Court presided over by Chief Justice Chandrachud pronounced the judge ment recently holding that the amend ments to the Constitution are not valid, binding and beyond the scope of the powers of the Parliament

Ch What is the necessity for that judgement?

Can Sir, after the 42nd amendment to the Consitution Directive Principles, were given preference over Fundamental Rights After the 45th amendment, the previous position was restored Then the amendments were questioned in the Supreme Court and the full bench delivered its Judgement on it

Ch I think you are not coorrect?

Can I may be wrong Sir But as far as may memory goes back, the judgment is the result of the conflict between the two amendments

Ch You are slightly wrong Mr better to verify it after you reached your home

Can Certainly, Sir

Ch What is the relationship between the law and the banking ?

Can Sir, There is nothing but contractual relationship between Bank and the customers and contract is an important ingredient of law Hence both are interconnected, Sir

Ch What are the law subjects to Ban king ?

Can Sir Contracts, indemnity, guarantee, Agency and Negotiable Instrument's Act

are some of the law subjects helpful in banking

Ch What about Company law ?

Can Sir, After nationalisation of Banks, they entered into industrial sector also Banks have taken the responsibility of issuing and distributing or shares etc through it's Merchant's Banking division So, Company law is much helpful subject to the Banking nowadays, Sir

LM There are certain reservations for S C and S T in the jobs Do you know their ratio ?

Can Yes, Sir I think it is 15% and 7½ to S C and S T respectively

LM Is there any legality behind it ? Is it justifiable ? What is your opinion about it ?

Can Sir, At the time of framing of our constitution, constitution writers gave these reservations to S C and S T under an article for 10 years and it was later extended for another 10 years Theyare perfectly reasonable becauseS C andS T in our society, are the economically educationally and socially backward people and even now they are continuing to be so Hence the reservations are, in my opinion, perfectly justifiable

LM Do you know that there is some controversy regarding the national language ? Which is our national language at present?

Can Sir At present both Hindi and English are our national

There is some controversy raised by the Northern people regarding the national language that Hindi alone should be treated as national language

LM — Is there any legality for English to be treated as a national language along with Hindi ? What is your opinion about the national language ?

Can — Yes, Sir ! At the time of the framing of our constitution, constitution makers inserted a clause under which English will be given equal status alongwith Hindi till the people wanted it to be so But unnecessarily some supporters of Hindi created the controversy regarding the national language But, Sir, we must admit that Hindi is the only native language and we must have our own native language as national language

L,M — Then what about your Telugu ?

Can — Sir, Telugu is my mother language and I have inherited it through my blood It is called 'The Italian of the East', and I will respect my mother language and will give its due importance to it

L IIM, — (*interfering with a smile*) Oh ! Then what about Tamil ?

Can — Sir ! No doubt, it is also a great language and has it's own merits but I don t know much about it

L M — Have you heard about E E C ?

Can — Yes, Sir It is European Economic Community It is the union of 9 European states and recently 10th member has also

	joined it I think it is Greece
L M	What are its functions ?
Can	Sir, It formulates the fiscal policies of the European states and makes guidelines in dealing with the economic situations, exports, imports etc between the member nations
L M	There is a recent controversy in E E C between Britain on one side and France on other side What is that ?
Can	Sir, I think it was about the recent inflation and the effective measures required to be taken by the member countries
L M	No You are wrong
Can	Sir, I may be wrong, I have not read about the controversy
R I M	Do you know about I C C, Imperial Cricket Conference ?
Can	Sir ! I may be wrong but I think it is International Cricket Conference
R I M	Yes, please tell something about it ?
Can	Sir ! I C C is the union of the Cricket playing nations At present, there are 6 members of it, and recently Srilanka was included as an associate member of it It formulates the guidelines and policies for cricket and arranges tours etc between the member nations
R I M	Recently there was controversy regarding umpireship and a demand was made for neutral umpires what is the reason and your opinion about it ?
Can	Sir ! In my opinion, it is better to have neutral umpires in test cricket for exam-

ple, take the Indo-Pak test series Both the countries are cricket playing nations and are traditional rivals since the time of partition When test matches were resumed recently between them, some controversy was raised about the umpiring Generally people will be suspicious of the umpires because they are the people of host country and due to the traditional rivalry between them If, neutral umpires are there, this kind of situation may not arise at all, Sir

R I M That is alright But what about the west Indies, New Zealand test series ?

Can Sir ! till now, West Indies are considered to be the world beaters in the test cricket But when they played against the New Zealand recently, they were defeated by the New Zealand

R I M (*intercepting*) No, No ! They were badly beaten

Can (*with smile*) yes, Sir they were badly beaten by the New Zealand Naturally they felt ashamed and tried their best to find a scapegoat for the defeat Hence they raised the cry of 'bad umpiring' and asked for neutral umpires in test cricket But, Sir, it is better to have neutral umpires in test matches in order to avoid all these unnecessary protests and complications

R I M For example, there is a doubt regarding a decision in the mind of the umpire The benefit of doubt should go to whom ?

Can — Pardon me Sir, please explain the question once more

R I M — A doubt whether the batsman is out or not

Can — Sir ! Benefit of doubt must be given to the batsman At this stage, I heard the Chairman commenting 'hasty'

Ch — It appears to me that you are having two debate certificates What about them ?

Can — Sir, I participated once in the state level debate competitions held at Guntur on behalf of my college and the other certificate is my prize in debate competitions held at my college

Ch — So you only participated, that's all is it not ?

Can — No ! pardon me, Sir, for participation in State level competitions, first our college conducted a competition and selected two persons out of many I was one of them Sir For participation in State level competitions we must be the best ones from our college

Ch — You are a lawyer at present Then is it not better for you to practise rather than take upthis job ?

Can — No Sir, It will take much time for me to shine and earn in profession There must be some one to push us and I must be financially sound and may be able to get on without sufficient earning for 5 to 6 years in profession But unfortunately Sir, I am lacking in all that other as-

pects For the last 7 to 8 years I was depending on my relatives for my education Sir, hence it is not possible for me to continue in profession

Ch How many members are there in your Bar? What is the maximum and minimum income of a lawyer of 10 years standing in your Bar?

Can Sir, there are nearly 150 members in our Bar A lawyer with maximum practice earns Rs 5,000-3000 But there are some lawyers with more than 10 years practice getting much less than Rs 1,000/-

Ch How you law people will be beneficial to our Banks?

Can Sir! Banking is nothing but a part and parcel of law If law people are there, they will know the pros and cons of every matter in Banking and can serve in Banking better than any other graduate My senior is a legal adviser to union Bank of India at Ongole We did many Bank Mortgage suits In one heavy suit, the concerned Bank clerk forgot to include the words 'Half yearly rests' in the D P note, and the Bank nearly lost some Rs 15,000/- for that simple but fatal mistake and we tried our best to patch it up and saved the Bank from heavy loss If law people are there, this kind of technical mistakes may not arise at all, Sir

Ch Do you think that the employees of the

Banks are so useless ?

Can Not that Sir, But as I have already told you, that it is a simple mistake but fatal because it is the technicality which goes to the root of the suit. If the person incharge of it knows law well, he might not commit such kind of mistakes Sir.

Ch We are considering to make it as a rule that only law graduates should be recruited as P.O.'s in our Bank what do you say?

Con Sir! No doubt, it is a good idea but if you make it as a rule, the graduates of other faculties may suffer because there are many genius in other faculties also. So, it is better to make it a preference for Law graduates, Sir.

Ch But we want to make it as a rule.

Can Then it is left to your good discretion, Sir.

Ch For example, let us assure that there is only one job in our Bank. There are three graduates of Management, Law and Commerce appearing for interview, then whom do we prefer?

Can Undoubtedly a law graduate Sir, because he is practically more useful to the Bank than the other graduates.

R II M Because you are a law graduate, you are saying that (*laughed*) All the members laughed and I also joined them.

Ch (*with a smiling face*) you are residing at Lawyer Pet in Ongole. If we give this job

to you, they may throw you out from that Pet Is it not ?

Can (*With a smile*) No, Sir Previously only lawyers used to reside in that Pet but now there are people of many faculties living there So, that kind of situation may not arise at all, Sir

Ch You are a first class graduate of Science with law degree You are having this diploma in Personnel Management, certificates in Hindi, debates etc Do you think all these are necessary for a Bank Officer s job ?

Can No Sir, only a graduate is enough for a Bank Officer's job But I have an aptitude for learning all these things, hence I got them all, Sir

Ch All right, your interview is over Now you can go

Can Thank you all Sirs

In all the interview took 30 minutes to complete I felt satisfied with my performance

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Actual Interview of Mr Usmani (the IAS Topper) with the UPSC

Chairman Now Mr Jawed Usmani

Cand Yes, Sir

Chairman You have a lot of surprising record, excellent from Intermediate onwards

Cand Thank you, Sir

Chairman And no, all around, I am sorry High School, Intermediate, B Sc, but after doing Physics, Chemistry and Mathematics, you branched off to Management

Cand Yes, Sir

Chairman You didn't think of continuing in Physics or Chemistry or Mathematics, one of the Sciences?

Cand I thought so but at that point of time I thought that MBA would be better

Chairman I see

Cand Because, after B Sc

Chairman Yes

Cand I thought of two alternatives in so far as my job is concerned The IAS and Private Sector management And since my age was not enough to make me eligible for the IAS, I had

to wait for 3 years any way At that time I thought that I will go through both the alternatives, that is do my MBA, work in the Private Sector and then appear at the IAS

Chairman Now you did join the Private Sector

Cand I did think, Sir, of doing research in Physics for some time but after that I dropped that idea and then I had two alternatives in front of me Either appearing for the IAS examination or going in for a management career in the Private Sector Since I could not have been eligible in terms of age for appearing in the examination for 3 more years, I thought I might as well do MBA, see what the Private Sector is like and later appear at the IAS

Chairman I see Now you have worked in Madura Coats

Cand Yes Sir

Chairman For some time as Management Trainee Now they must have paid you more than you are likely to get in Government for several years ?

Cand Well, that is true, Sir

Chairman Now, will you tell us briefly what attracted you to Government service ? Was it status or security or the prospect of wielding authority ?

Cand Well, Sir, I preferred the job that I would be doing in the IAS if I am selected, to the job that I was doing in Madura Coats, for two reasons primarily Number one, I personally feel tht the IAS offers a lot of variety, i e , your job keeps on changing in a substantial manner from time to time While in the Private Sector I was in the marketing division of Madura Coats

and I would have been a marketing man all my life, which might have got a little boring towards the end

Chairman . I See

Cand · And the second, more, important reason is that I feel that this job would give more satisfaction in terms of a sense of achievement than a job in the Private Sector Although it is an exciting job there also, but this is more challenging and more satisfying, I think

Chairman Now, Mr Usmani, in our country we have a mixed economy

Cand · Yes, Sir

Chairman Now will you tell us what do you understand by mixed economy ?

Cand Sir, mixed economy is one in which as a matter of policy both the public and the private sector are allowed to exist side by side, complementing each other

Chairman Yes, and what do you understand by Gandhian Economics ?

Cand Sir, this is a term which has been in use of late, quite a lot but not very well understood as I think So I also do not know very much about it but I can make a guess I personally feel that Gandhian economics would mean not industrialising on a very large scale, decentralisation, small scale industry, lot of emphasis on agriculture and rural industries

Chairman Now there is just one more question I would like to ask you before I hand you over to a colleague of mine You are from U P ?

Cand Yes, sir

Chairman Now do you think U P is too large

a State to be administered properly, or should it be broken up into two or three States ?

Cand Sir, I cannot say off-hand U P is a very big State, population-wise as well as area-wise It would not be my idea actually I have been reading about it A lot of people have been saying the U P should be broken up and it will be administratively much better, if U P is broken up into smaller areas But I do not really have any particular thought of mine on this subject, Sir

Chairman That's all right

M B When did you do your management training ?

Cand Sir I was in 1974 76 group

M B What was the duration ?

Cand Two years, Sir

M B I see, and then you were management trainee in Madura Coats How long ?

Cand I was in Madura Coats for 10 and a half months

M B Oh, I see Now with your background you should be able to tell us the qualities which go to make a successful executive or a successful administrator A business magazine very humorously describes a successful executive as one who can delegate all the responsibility, shift all the blame and appropriate all the credit But I do not think you agree, I do not agree either But you tell us from your past experience

Cand A successful executive or a successful administrator should possess basically two qualities Number one, he should be absolutely thorough about the job that he is doing, i e , techni

cal expertise, in whatever area he is, he should know more than his subordinates about the job that he is supposed to get done out of them And secondly, I think he should be very good in human relations, i e, in establishing a good working relationship, with his subordinates and his superiors and his peers These two qualities I think are the essential qualities of a successful executive

M B What about leadership ?

Cand Leadership, I think, it is a specific quality which comes in that human relations aspect That is a general quality which contains a lot of specific factors like leadership, motivation of subordinates, good relations within the office, no acrimony between peers So all these things I think should be covered by the general factor, general quality of human relations, good human relations

M B Because a District Administrator has got to lead the team, he has got to be a good leader

Cand Yes, Sir

M B O K Thank you

2nd Mem Mr Usmani, I find that you have offered two papers on European History ?

Cand Yes, Sir, the Lower and the Higher

2nd Mem I see I would just like to put a question or two on these areas that you have studied What would have been the consequences of opening the second front—not on Normandy Beach but in South East Europe, in the Balkan areas, somewhere there in the Second World War you see ?

Cand If the second front had been opened in

South-East, in the South of Europe, i e, in the Balkans—then the American and British armies would have been able to come up to, come across all these countries which have become communist now, such as Poland, Czechoslovakia Yugoslavia and all these countries might not have been communist countries today So that would have been one significant difference in the world scene, if a second front had been opened in the Balkans

2nd Mem I see Now supposing we go back to a little earlier period, middle of the 19th Century What do you think were the long term consequences of the Crimean War ?

Cand One consequence was that Turkey came into the family of Nations and, therefore, we can say that after the Crimean War, the International Law really became International

2nd Mem I see

Cand Then another consequence was that in war it was recognised that the need of medicine and science in war is of great importance because it was in the Crimean War only that telegraph was used for the first time er ry used in war came into exi i t- mean War only

2nd Mem I see

3rd Mem Mr ani I from e answ colleagi

Cand Yes, i

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of International Law was primarily as a law between Christian nations It was only after the Crimean War that Italy was no, sorry, Turkey was included in the family of nations and being a non Christian country, the character of International Law became really International, after that

3rd Mem Right What would you say is the position of International Law today ?

Cand Can you please elaborate this question ?

3rd Mem You see, because the general impression is that International Law is not respected by the different nations of the world

Cand The question that you are asking is primarily that whether International Law is a Law at all or

3rd Mem Does it have any validity in the contemporary world ?

Cand Well, it does not have a validity which is comparable to Municipal Law in a country But it certainly has the validity of its own Because there are certain kinds of sanctions which are imposed on a country which does not obey International Law For instance, the first and the most important sanction is that of the United Nations

4th Mem Mr Usmani, although your first preference is the Administrative Service, I thought you take some interest in the International affairs

Cand Yes, I do, Sir

4th Mem What kind of reading do you do in International affairs ?

Cand Nothing particular but I mean, I have been reading the 'Time, for instance

4th Mem But on what particular country you focus your interest in the international field ?

Cand China, for instance, Sir

4th Mem China What about the Arab world, for instance ?

Cand I am interested in that also

4th Mem Because in November 1977, a very historic trip was made by President Sadat to Israel

Cand Yes, Sir

4th Mem What kind of significance do you see in that ? Could you evaluate for us ? How do you see that trip of Sadat ?

Cand By making the trip Sadat in a way gave a *de facto* recognition to Israel, not *de jure* but *de facto* recognised that Israel is a country which exists Till then the Arab world has had more or less negated the existence of Israel They had not been willing to accept that Israel exists So that is the significance of it

4th Mem It has caused a lot of hostility in the rest of the Arab world You think he will be able to pull it off, so to speak ? You know a lot of countries like Saudi Arabia and Jordan

Cand and Syria

4th Mem So you do not think it is too much of a risk

Cand Sir, I think personally that Sadat is looking after the interest of Egypt more than the interest of the Arab world, that is he is going away from the course that Nasser had laid for Egypt, as a leader of the Arab world And by making this move he has sort of taken a decision that Egyptian interest should also be taken into account

5th Mem Javed, I see here that you studied for some time in Govt Inter College, Bareilly

Cand , Yes, Sir

5th Mem I give you a small situation round about Bareilly

Cand Yes, Sir

5th Mem Now supposing you are living in a village between river Rama Ganga and Bareilly and you have been, you have qualified for this interview You have planned to leave early in the morning 3 O'clock, 3 A M to catch the train from Bareilly to reach here for this interview this morning by 10 O'clock When you are getting ready, you see, you hear a lot of noise from the nearby bund over river Rama Ganga, which was in spate and lot of water is gushing towards your village Your quick appreciation is that the village which consists of katcha houses, population about one thousand will be washed away You are the eldest son of the village Surpanch You have to plan your next plan of action and I want to see your reaction to various questions which I am going to ask you In your village there are some pucca houses One is yours and there is one Mandir, there is a Mosque, there is a Panchayat Ghar and a School Now what will be your first reaction ?

Cand Sir, my first reaction would be that since the village is in imminent danger, I would have to decide that I will have to give up this interview and save the village instead Because the two jobs cannot be done together After that I will have to make arrangements, to warn the village For that, I think the best strategy should be to wake

up five or six people and then send them in different directions to wake up the rest of the village and then ask to tell the villagers to come to the pucca houses Obviously, the primary importance should be given to women and children and they should come to that particular house which is the safest Probably, that will be my house Then we will have to make arrangements for food, for water, for contacting District authorities, if help is required and so on so forth

5th Mem How do you contact the District authorities ? There is water all around may be by that time 10 ft high

Cand Sir, we will have to send someone who is capable of crossing the flood to some place where the telephone is available Probably, that is only way out, or some raft can be made If some raft can be made, use of the raft should be made

4th Mem Good

Cand Thank you, Sir

[**Acknowledgement** *We are grateful to the UPSC which has made available the IAS (1977) Topper's actual interview through the information media of the Films Division*]

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